

Jel Aviv Cinemas

Commencing Saturday, May 22, at 7.15 and 9.30 p.m.
Weekdays at 4.30 - 7.15 - 9.30
See times of performance of individual cinemas

ALLENBY Tel. 57820

Second week
Finally released by French
censorship
MICHELE BOUQUET
JOHN OAKO
LE CONDE
4.30 - 7.15 - 9.30

ARMON DAVID
LES NOVICES
BRIGITTE BARBOT
ANNIE GIRARDOT
Eastmancolor - Adults only
4.30, 7.15, 9.30

BEN YEHUDA
Tel. 228409
3rd week
YEHOAM GAON
In the colour-musical
**"I am a
Jerusalemite"**
8 new hits.

OREN Tel. 228957
4th week
4.30, 7.15, 9.30



PARAMOUNT PICTURES PRESENTS
Ali MacGraw - Ryan O'Neal



The Year's
#1
Best Seller



Second week

ESTHER Tel. 228610

3rd week
CHARLES BRONSON
LIV ULLMANN
JAMES MASON

ON BEHALF OF
THE FRIENDS
Saturday: 7.30, 9.30
Weekdays: 4.30, 7.15, 9.30
FOR ADULTS ONLY

EDEN Tel. 57450

Second week
Turkish drama

UNHAPPY
MARRIAGE
TURKAN SOBAY
4.00 - 7.00 - 9.00

Jerusalem Cinemas

Commencing Saturday, May 22, at 7.00 and 9.00 p.m.
Weekdays: 4.00, 7.00 and 9.00 p.m.

AERON Tel. 26891

2nd week
A Smash Hit
Kelly's Heroes
Starring
CLINT EASTWOOD
DONALD SUTHERLAND
TELLY SAVALLAS
Owing to length please be
prompt.
6.30-9.15

OHEN Tel. 22955

Beginning Fri., at 3 p.m.
Top Stars of the
international screen
YUL BRYNNER
FRANCO NERO
ORSON WELLES
SYLVIA KRISTINA
HARRY REIDER
CURT JURGENS
In
**THE BATTLE
OF NERETVA**
Three years in production
thousands of soldiers
four armies
in colour
4-7-9

EDEN Tel. 23829

2nd week
Elliot Gould
in
I Love My... Wife
with
Brenda Vaccaro
Angel Tompkins
Universal release
4-7-9

EDISON Tel. 24056

The Train
with Nanda Royes Khana
Technicolor

JERUSALEM Tel. 35007

ALAIN DELON
JEAN PAUL BELMONDO
BORSALINO
7.00, 9.15

SEMDAR Tel. 33742

Directed by
Roman Polanski
Starring
Catherine Deneuve
REPULSION
7-9.15

RON Tel. 23104

3rd week
YEHOAM GAON
In the Israeli film
**"I am a
Jerusalemite"**
4-7-9

SEMDAR Tel. 33742

Directed by
Roman Polanski
Starring
Catherine Deneuve
REPULSION
7-9.15

SEMDAR Tel. 33742

Directed by
Roman Polanski
Starring
Catherine Deneuve
REPULSION
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REPULSION
7-9.15

SEMDAR Tel. 33742

Directed by
Roman Polanski
Starring
Catherine Deneuve
REPULSION
7-9.15

Haifa Cinemas

Commencing Saturday, May 22, at 6.45 and 9.00 p.m.
Daily at 6.45 and 9.00 p.m. - Matinee at 4.00 p.m.

AMPHITHEATRE Tel. 61018

4th week
The great Israeli hit
ARIANA
Starring
AVI TOLEDANO
TOVA PARDON, AMI ELIAS
IZHAR SILU

ARMON Tel. 63418

Uma de Laurentis presents
JAMES GARNER
**A MAN CALLED
SLEDGE**
with
LAURA ANTONELLI
Technicolor and Techniscope

ATZMON Tel. 63003

3rd week
Teresa Younger presents a hit
**ON BEHALF OF
THE FRIENDS**
with
CHARLES BRONSON
JAMES MASON
In Technicolor

BET ROYNSCHILD
Tel. 83424

Sat., Tues. and Thursday
at 6.45, 9.00
for this and the next week
**The Beatles in a
Hard Day's Night**
Sunday at 4.15, 6.45
Tuesday and Thursday at 4.15
Friday at 4.00
LIONA HAYLIN
in
THE DREAMER

CHEN Tel. 66272

3rd week
Top Stars of the
international screen
YUL BRYNNER
ORSON WELLES
CURT JURGENS
in
**THE BATTLE
OF NERETVA**
In colour

MAY Tel. 62856

2nd week
YEHOAM GAON
In the best Israeli
musical film
**I AM A
JERUSALEMITE**
English Subtitles
In Technicolor
No comp. tickets

MIRON Tel. 63003

from Friday
six nonstop perf.
violence, suspense, sex
**BLACK TIGHT
KILLER**
Filmed in Tokyo
Technicolor

RAMAT GAN Tel. 720706

Second week
7.15, 9.30
**A WALK IN THE
SPRING RAIN**
ANTHONY QUINN
INGRID BERGMAN
Matinee at 4:
VOLTA TI UCCINO

OASIS Tel. 721912

7.30, 9.30
**THE DARLING NEXT
FILM**
THE SHAMELESS
Technicolor, adults only

ORDEA Tel. 721720

7.15, 9.30
**LE CERCLE
ROUGE**
YVES MONTAND

MORIAH Tel. 242471

4th week
A most interesting and
thoughtful adult production
ROMA SCHINDLER
and MICHEL PICCOLI in
**LES CHOSES
DE LA VIE**
In colour - Hebrew and
English subtitles

ORAH Tel. 64017

4th week
OLIVIA ALISHON
YEHUDA BARRAN (Lepo)
In Menahem Golan's
latest film, nominated as
Israel's official
entry to the Cannes
Film Festival
Highway Queen
In colour, for adults only

ORION Tel. 52959

2nd week
GUY MADISON
In a great war film
depicting the horrors of
biological warfare
Hell Commandos
Techniscope and Technicolor
in nonstop perf.
from Friday

ONLY Tel. 31868

8th week
Elliot Gould
in
I Love My... Wife
with
Brenda Vaccaro
Angel Tompkins
Universal release
In Technicolor
For adults only
No complimentary tickets

PEER Tel. 62232

3rd week
BARBARA STREISAND
GEORGE SEGAL
in
**THE OWL AND
THE PUSSYCAT**
In colour, for adults only
No comp. tickets

RON Tel. 69086

4th and last week
DAVID LEAN (Dr. Zhivago)
the production of a new
love story hit
Ryan's Daughter
with
Trevor Howard and
Robert Mitchum
costing to length of film
perf. Sat. at 8.00 only
Weekdays at 4.00, 8.00

SHAVIT Tel. 85345

The great unforgettable
drama
Perf.: Sunday, 6.45 and 9.00
Mon., Tues., Wed., 6.45
Thursdays: 6.45 and 9.00
Technicolor

Ramat Gan Cinemas

ARMON Tel. 720706

Second week
7.15, 9.30
**A WALK IN THE
SPRING RAIN**
ANTHONY QUINN
INGRID BERGMAN
Matinee at 4:
VOLTA TI UCCINO

OASIS Tel. 721912

7.30, 9.30
**THE DARLING NEXT
FILM**
THE SHAMELESS
Technicolor, adults only

ORDEA Tel. 721720

7.15, 9.30
**LE CERCLE
ROUGE**
YVES MONTAND

HADAR Tel. 738823

Second week
AVI TOLEDANO
TOVA PARDON
AMI ELIAS
IZHAR SILU
an Israeli picture
ARIANA
4, 7.15, 9.30

RAMAT GAN Tel. 72484

7.15, 9.30
WAR—It's a dying business
**TOO LATE
THE HERO**
Michael Caine, ONE Robert-
son, Donalld Elliot,
Henry Fonda
In colour.

Petah Tikva

SHALOM Tel. 67446

Saturday and all week
at 7.15 and 9.30
The Greek film
**THE TEACHER
FROM ATHENS**
Adults - Page Michael
Matinee at 4:
Laurel & Hardy

Jel Aviv Cinemas

RAMAT AVIV Tel. 412761

After the big success
in Tel Aviv
**DIARY OF A
MAD
HOUSEWIFE**
based on the best seller
by Sol Kaufman
RICHARD BENJAMIN
GABRIEL BRODBERGH
Adults only - in colour

SHDEROTH Tel. 624054

7th week
CHARLES BRONSON
TONY CURTIS
MICHELE MERCIER
**YOU CAN'T WIN
THEM ALL**
Cinemascope - Colour
4.30, 7.15, 9.30

STUDIO Tel. 55817

8th week
**RYAN'S
DAUGHTER**
70 mm. Full Stereophonic
Sound in Metrocolor
★ ROBERT MITCHUM
★ TREVOR HOWARD
★ CHRISTOPHER JONES
★ JOHN MILLS
★ LEO MCKENNA and
★ SARAH MILES
Sat. 1 show at 8.30
Weekly 4.30 - 8.30

TOHELET Tel. 448960

15th week
A documentary film
based on the book
by Erik Von Denham
**CHARLOTS
OF GOD**
4.30 - 7.15 - 9.30

ZAMIR Tel. 57455

ANNE HAYWOOD
**THE LADY
OF MONZA**
Adults only
Sculptures from 8.30 to 9.30
Screenings at 8.30, 7.30, 9.30

ZAMIR Tel. 57455

ANNE HAYWOOD
**THE LADY
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Adults only
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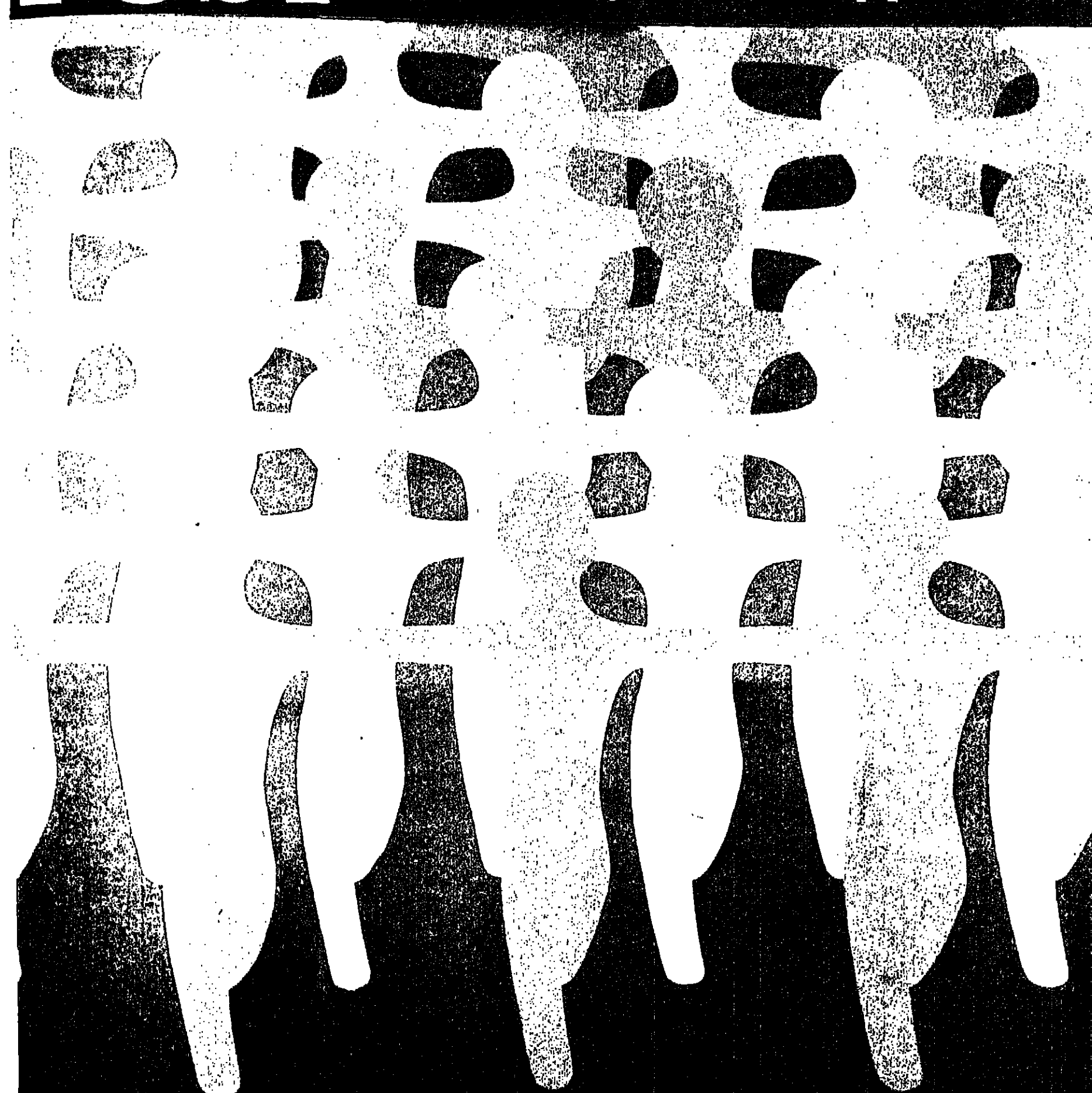
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THE JERUSALEM POST Histadrut jubilee supplement



50 שנה להסתדרות

תנועה תרבותית - תנועה תעסוקתית
1920-1970

A panel of judges chose this work by Asher Oron as the Histadrut jubilee's official poster because of its simplicity and universality, and because it represents the spirit of the Histadrut. Mr. Oron is an instructor at the Bezalel School of Art in Jerusalem.

Monday, May 17, 1971

MUSTANG

AMERICAN BLEND CIGARETTE



MUSTANG

AMERICAN BLEND

Long Size

Ben-Aharon:

The Histadrut doesn't compete with the political parties, nor can it be run on the same lines as a vote-getting organization, Histadrut Secretary General Yitzhak Ben-Aharon told THE POST'S Sraya Shapiro in this interview.



Histadrut Secretary General Yitzhak Ben-Aharon, left, visits workers at Tel Aviv construction site.

More influence to the individual

YITZHAK Ben-Aharon, Histadrut Secretary General for the past year, has a direct, some say aggressive approach. Anyone who thought he could be content with technical supervision of a well-oiled trades union, has found himself sorely mistaken. "I have never concealed my convictions," Mr. Ben-Aharon told *The Jerusalem Post*.

"The Histadrut is not competing with the political parties, although it is a social movement whose aims are expressed by the Alignment, the Labour and Mapam combination. But by its nature, the Histadrut must be run on different lines than a political party." The workers organized in the Histadrut should have the ultimate say in deciding what salaries they want to get, and what action to take to get them, as long as these are compatible with national welfare and order.

The Histadrut has retained the two principles on which it was founded 50 years ago: it is general and comprehensive, uniting under a single leadership dustmen and university professors, farmers and nurses. The principle is that every man who works for his livelihood — in contrast to a man who lives on the fruits of capital or employs other people to earn capital — is entitled to conditions of work and remuneration which will enable him to lead a decent life.

Common interest

This principle has been challenged recently, Mr. Ben-Aharon admits. Within the Histadrut there are tensions between groups of different though not opposing interests. And there is the omnipresent shadow of the State. Mr. Ben-Aharon is determined to fight on both fronts.

He backed certain constitutional changes to enable greater worker influence on policies. He proposes giving more autonomy to the trade unions, and a greater measure of influence to the rank-and-file, to the individual. This, Mr. Ben-Aharon believes, could be achieved by a polling system in which workers' representatives are chosen in relatively small districts or union branches.

"We do not propose to eliminate the parties — a substantial part of the elected bodies would continue to be nominated by parties

and chosen from party lists. But workers at the plant would also be able to indicate their choice, the men whom they trust and who one day might well become labour leaders on the national scene. Political parties will ultimately gain by the process, for they will be able to discover genuine new leadership. Under the purely political system of voting, a small number of leaders decide who will represent whom at every level. They may choose good men but these might not be in contact with the people that they are supposed to lead. After all, who among the Histadrut Executive members has seen a ploughshare or a machine tool in the last 15 years?"

The reform also provides for a dispersal of authority by giving more "bite" to local Labour Councils. "We shall remain general and comprehensive by becoming less centralized."

Fighting movement

Israel of the '70s had little in common with Palestine of the '20s. If the Histadrut were to be created today, it would have been based on quite a different type of organization. In fact, Mr. Ben-Aharon says, "we have to reshape the Histadrut to suit the country which is Israel."

Whatever the changes, the Histadrut remains a fighting social movement, aiming at equality of opportunity and human dignity and a greater equality in income. A third of the nation lives in conditions which are hardly above penury. It is the Histadrut's immediate and vital task to give this third an opportunity to rise. The distribution of the national income in the past few years has been rather detrimental to the salaried worker. Social justice and equality of opportunity must also be applied to worker-management relations: the Histadrut will develop the scheme for workers' participation in management and profits, using its own experience and that of other countries. The pioneering role of the Histadrut in social insurances — health, unemployment, old age pensions — has been generally recognized and admired. Now, Mr. Ben-Aharon says, it is the duty of the government, "of the society as a whole," to extend the principles which the Histadrut had elaborated

to all of Israel's working people. "We are not afraid that membership will diminish if a man has a choice to be insured outside the Histadrut. On the contrary, when the Government takes over the technicalities of social insurance, people will join the Histadrut for what it represents, not only for material benefits." Of course, the national schemes will not supersede existing health and pensions organizations — Kupat Holim, Gmud and Mivtahim are to continue in operation, the Government will ordinate the work done by cooperatives, as is the case in the Western countries with similar organizations. "Government administration has not proved its mettle," Mr. Ben-Aharon remarks.

There is another dimension to Histadrut activity — perhaps the most important after one had satisfied his hunger — that of the quality of life. "A man naturally seeks an ideal in life," says Mr. Ben-Aharon. The irreverent '60s have gone. In the '70s, the search for a logical or a mystical explanation of life will inevitably occupy man's mind more than before. The resurgence of ideologies, even dogma of Marxism in the age of the jet and automation should not surprise any student of mankind. The Histadrut represents a kind of social ideal whose aim is commonly called "socialism."

Ideals and emblems

There is no need to revise it. "We stick to our emblems, too. Just because the red flag has been defiled in the Kremlin, we need not cast it away. A religious Jew wears his skull-cap although the Inquisition chiefs wore them too." In the Histadrut, non-Socialists found a place even before Herut joined it to found the Blue-White faction. "They knew that security, frontiers, balance of payments, the ingathering of the exiles, the Jewishness of our lives — these, too, were imbedded in the life and outlook of the Histadrut. Everybody is welcome in the Histadrut who agrees to these."

It would be contrary to the very essence of the Histadrut if it did not try to make the ideals a tangible reality. "The Histadrut way of life" is to be pursued "in every place where workers live, in every workers' committee."

The special functions of Histadrut enterprises

YADLIN



ASHER YADLIN

AN interview with the Secretary-General of Hevrat Ovdim is a down-to-earth affair. Asher Yadlin aims at results and is not much concerned about theoretical niceties.

Nevertheless, I asked him to outline the role the Labour economy is going to play in the 'seventies. Is not the distinction between Histadrut and private enterprise becoming blurred?

In many respects, perhaps in most respects, they are alike, Mr. Yadlin admitted. But that is as it should be. Both are operating in the same circumstances and face the same problems. Economic laws, export conditions and human resources are the same for a Histadrut-owned factory and for a privately owned one. This similarity is not only inevitable, but also welcome. Because enterprises of different sectors compete with each other, and should be competitive in order to warrant a sound national economy. But that does not preclude the existence of some peculiar traits. While Histadrut enterprises produce, trade, export, and so on, like the private ones, they also fulfill special functions, and should be encouraged in order to enable them to achieve those objectives. In particular it is these enterprises which carry on the expansive drive of Israel economy, which attempt to advance our technical know-how, to improve quality standards, to pioneer in difficult conditions which a private businessman may find unsuitable. Look at the big place the Histadrut occupies in our heavy industry, among our major plants. Or look at the role played by the Histadrut in popular housing, in construction projects carried out in remote areas. Its contribution to, say, raising the standards of flats built for tenants in medium-income brackets may be hard to evaluate, but I feel that it must have been very substantial. Or take wholesale or retail trade. The share of Hamashbir and of the cooperative shops in the aggregate turnover is perhaps one-fifth, but their impact is much more than that.

Mixed economy

Still, private enterprise — which you seem basically to distrust — accounts for most of our economic growth, I interjected.

Why not? After all ours is a mixed economy, and the Labour sector is but a part of it. In many fields we have the most cordial relations with private investors. In many companies they are our partners. In the industrial sphere we maintain close contact with the Manufacturers Association. But that is not the point. What matters is that wherever a major industry must be set up or a technological thrust be made in a new direction, it is the Histadrut which in most cases shoulders the burden. Either private capital does not turn up at all for such a task, or else it turns to us, preferring to enter into a partnership with one of our companies. For instance, General Telephone in Tadiran. Or our foreign partners in Alliance and in Soltam. And I feel there are valid reasons for this preference. They know that we shall stand by our word and that with us they can be sure of proper management. We shall neither cheat them nor go broke. And with us they are sure of good relations with their workers. These are sound and practical reasons. But as a result it is the Histadrut which is spearheading the advance of Israel industry in size and modern equipment.

I wondered why modern industry could not be developed — if necessary jointly with private capital — by State-owned companies?

That would be a novel approach to this issue, Mr. Yadlin conceded. However, I doubt whether it would be practical. First and foremost — in the public sector you can never escape meddling of parties and similar intrusions which inevitably obstruct efficiency and cause waste. Also, the State cannot carry out all the needed development. Its proper place is in projects of special, monopolistic character as well as in developing the economy's infrastructure. A power plant or the Dead Sea Works, that is a job for the State. But an electronics enterprise like Tadiran, or a chemical industry like that of Maachteshim, must be more flexible and competitive. I wonder, for instance, whether there is any economic justification for a State-owned Shekem company, competing with other trade outlets in sale of furniture, wearing apparel, and other articles for civilians.



Young worker at Tadiran plant: the government was originally a partner.

Hevrat Ovdim's Secretary-General, Mr. Asher Yadlin, recognizes the basic similarities between Histadrut and private firms, which must compete on export and domestic markets. But he clarifies the difference in the labour organization's role, in this interview with Moshe Ater

But it was the State which was the Histadrut's original partner in Tadiran, I pointed out.

True. But the Government did the right thing to pull out when the time came to expand production on a large scale and to build advanced know-how to that end. On the other hand, General Telephone was ready to provide that know-how if it could be sure of our partnership. Again, the Histadrut felt that a project of such dimension and importance was a challenge worth its participation. We are not participating in — let us say — the diamond industry.

Is not the Histadrut taking part in industrial development also for the sake of the workers concerned? Are not workers in Histadrut enterprises getting conditions different from those in private business?

Certainly they do. The fringe benefits in Koor factories are markedly larger than those enjoyed by private industries. Solid Israeli employees enjoy much better conditions than those of private contractors. A profit sharing scheme is now being introduced in our companies. This point is of utmost importance, for many people argue that the Histadrut should confine its activity to that of a trade union, relinquishing its business enterprises, in particular its industry, because — so it is argued — a trade union should not act as an employer. This conception seems however either from ignorance or from misunderstanding. The Histadrut in its employer function has been serving as a pace-setter for private business, showing the way to higher wages and better working conditions. Incidentally our labour costs are higher, and our labour mobility lower, than in privately owned industry, but that is part and parcel of our way of operating.

Efficiency

Don't you imply that Histadrut industry is more efficient than the private sector? Otherwise how can you both pay higher wages and be more on the alert economically?

I wish it were true in all cases, but it is not, of course. The Histadrut too has better and worse enterprises, some earning good profits and others — though now but a few — losing money. But we are aware that profitability is crucial for our success and viability. In order to be able to grow, we must have spare funds to invest. By and large, we must provide about one-third of the aggregate investment capital from our cash flow, with another third coming from the government, and the last one from loans financed by pension funds and the capital market. But in order to provide that cash flow we must make adequate allocations to reserves, and plough back beyond profits. We cannot better our wage terms beyond our means. And part of our task is explaining this problem to our employees, so as to check their immediate demands, and to make them interested in the further progress of our enterprises, in which they too are — although but indirectly — partners.

A complete package of social security



YERUHAM MESHEL

Institutional arrangements for the welfare of the working man and his departments exist in practically all branches of Israeli life. The Histadrut has played a leading role in their creation during the half-century of its existence. Now the job is to infuse a fuller content into the citizens' various rights and privileges, says YERUHAM MESHEL, Deputy Secretary-General of the Histadrut, in an interview with Post Economic Correspondent DAVID KRIVINE.

"Creating benefits on paper is not enough," says Meshel. That is how everybody calls him, and no Mister about it. He is simply Meshel, without fuss, and totally unaffected in his relations with other people. "A man can lose his way through the forest of regulations. Rights must not only exist, they must be known to exist. And we must discover more about the further needs of the 'haver' — a Histadrut word often on his lips — (it is a cross between 'member' and 'comrade')."

What do all these helpful phrases lead to? The Centre of Social Security, which Meshel has sponsored in the Histadrut. He wants it to do those things which nobody has time for. The Centre can step back, and take a cool look at the whole social scene. What is the relation of man and society in our times? What needs remain to be filled? "In asking these questions," Meshel beams, "we have discovered *olam a-mela'ol*", an entire world of new things.

Take old-age pensions. True, Israel still has a relatively small proportion (8 per cent) of over-65s; but the number is growing. Among members of the pension funds, the ratio is 13.2 per cent. "We have concentrated on giving a man his pension when he retires. But we haven't given thought to the human problem — what happens to this same man when, all of a sudden, he is on the shelf? Today he works, tomorrow he stays at home. It can be a traumatic experience."

Questions abound. A man retires to a good pension. Alright; but is it a *glad-day* event, or a cause of distress? Our trade union leaders answer: "The young strive to retire younger. The old want to postpone their departure."

How to prepare a man for being pensioned off? Material provision is not enough. We have no culture of retirement. "I have met people in England who decided years in advance how they will spend their long-anticipated freedom. Ludwig Rosenberg, President of the DGB (the West German trade union movement), was invited to postpone his retirement for two years. He refused. He asked him why he had refused. He told me it would spoil his plans. He had prepared a whole project of life and activities for this phase of his existence."

"Our Centre is appointing a committee to study the whole problem. It will be headed, we hope, by Prof. Yoel Shanan, of the Hebrew University. Perhaps there should not be a sudden cessation of a man's working career; perhaps it should be tapered off over a period of time. I imagine one needs a two-year plan to prepare each person for his withdrawal from the work-force. Anyway, the committee will investigate these matters thoroughly, and make its recommendations."

People first

Mr. Meshel stresses his priorities: "What comes first is not the institution, but the 'haver' — the member, the comrade, the private person. This rule must be applied to Kupat Holim, the Histadrut Sick Fund, as well. 'Our health services must be adapted to the times. Procedures need to be de-institutionalised as far as possible. Patients should be able to get their consultation either in the clinic or in the doctor's house, at greater convenience. Such a choice gives greater flexibility — and," he says, "the principle has been accepted by the Kupat Holim authorities. The 'doctors' organization had to give their consent; it took

time. But a start is to be made this year at opening a consulting room in each doctor's home — if not throughout the country, in certain areas to start with."

Mr. Meshel has his mind set on four bills for enactment into law, which will give a new framework to social security in Israel — and will also be an instrument for reversing broad-minded reforms (that Meshel evidently has at heart) in the Histadrut's own institutions. The bills deal with medical insurance, pension insurance, unemployment insurance, and the rehabilitation of disabled persons.

Spread of services

As to medical insurance, i.e., the introduction of a national health service, "we are for it," he states. It should be applied through existing health funds and any others that may be created, provided they abide by rules to be laid down under the Act. This, of course, will push to the sidelines some of the smaller funds, because reasonably enough Histadrut men cannot reasonably enough Histadrut men do not see why a commercial venture should be out of the cream of the trade in the big cities, leaving Kupat Holim to handle the border villages. An approved Sick Fund, in Meshel's view, has to be one that offers a proper spread of services, cover the whole map of the country.

But he sees these regulations as pressing on his own organization too. Not only should each fund have branches everywhere; applicants — rich and poor, open to all applicants and large, members of a small families and non-members. political organization and non-members. "My idea is that Kupat Holim will have, under a national health scheme, to accept all who choose to belong (in accordance with procedures laid down under the law), whether they belong to the Histadrut or not. If employers want to join the fund, we must accept them." He grins: "We would have to welcome." Moshe, even if he is President of the Manufacturers Association. That is the meaning of free membership."

Meshel looks to more distant horizons. "Hospitals will serve the particular area in which they are situated, never mind if they are Kupat Holim, Government, municipal or privately-owned. Hospital-maintenance must be planned on a geographical basis; and each doctor will be linked to his local hospital. In due course, a trend may develop towards regional specialisation, founded on the special problems and amenities of each zone. Anybody requiring specialised treatment will then go to the place where it is given, no matter what sick fund he belongs to."

That is how Meshel visualises a national service, evolving out of existing institutions, adapted to the needs of the

haver (and the institutions will benefit, he believes). The same applies to pension funds. They must continue to exist under a State scheme; he does not want them replaced by a monolithic centralised system, in which the individual gets lost. On the other hand, the Histadrut's own pension funds will have to undergo a radical reform for, making them worthy and competent for their new functions under a nation-wide, statutory scheme.

The way it should go is heralded by internal re-arrangements already sponsored. A central Audit Union is being created for the seven pension funds affiliated to the Histadrut, under Sgnim Ahuf Kadim. End-result will be that any fund member who shifted during his career from job to job and therefore from fund to fund will get all his accumulated pension entitlements when he retires — from the last fund he belonged to. With the aid of a massive computer operations, every monthly contribution by every member to every fund will be recorded in a central register at the Audit Union, which will supply the individual upon retirement with an exact detail of all the deductions made from his pay (and contribution made by the employer) to this pension fund or that, through the three or four decades of his working life.

Registration will be by identity-card number, not by name. "That will make an end to confusion between Yechiel Moshe and Moshe Yechiel. There are no two men with the same number, and when a man dies, his number dies with him." The Audit Union will take over collective responsibility for all the funds, which means underpinning the two weaker units. One is the Agricultural Workers Fund, where no new blood is flowing in, since the agricultural labour force is contracting year by year, owing to increased mechanisation and productivity. The other is Nativ, which covers Histadrut employment in industry and construction; it is too small, since most construction men belong to the Building Workers Fund.

End to confusion

The Central Audit Union will be set up in six months' time. Allow an additional six months to get the new system moving, Meshel says. He goes further, and would like to see a more basic reorganisation evolving under the new law, which can be summed up as follows. The seven Histadrut funds should be merged into four — one for industry and crafts (based on Mivtachim), one for building and agriculture (a union of the Building Workers Fund and the Agricultural Workers Fund), one for clerical workers and the services (comprising Ha'Pakid and Ha'Gimlat), and one for the cooperatives (agriculture and other) — the only fund so far being Magen).

Again, the law should lay down criteria for pension funds, fixing minimal size, etc. A new fund would be needed for the self-employed. But the rights of civil servants, who enjoy a non-contributory (or Budget) scheme should not be touched. What about suggestions that they be made contributory, with a corresponding wage increase to the civil servants as compensation? Perhaps, says Meshel, but only on condition. The raises a warning finger: that the agreement is secured of the persons concerned. That means consultation with the Civil Servants' Union, and (for the local authorities) the Clerical Workers Union, he underlines.

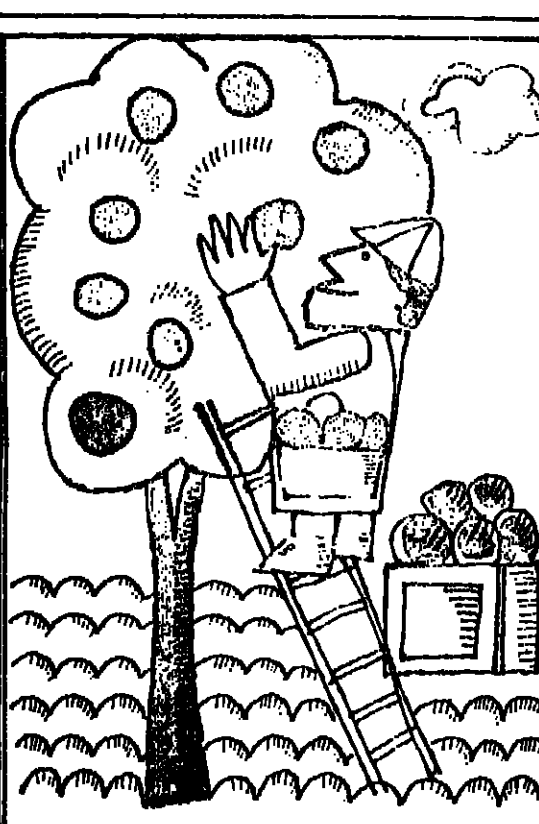
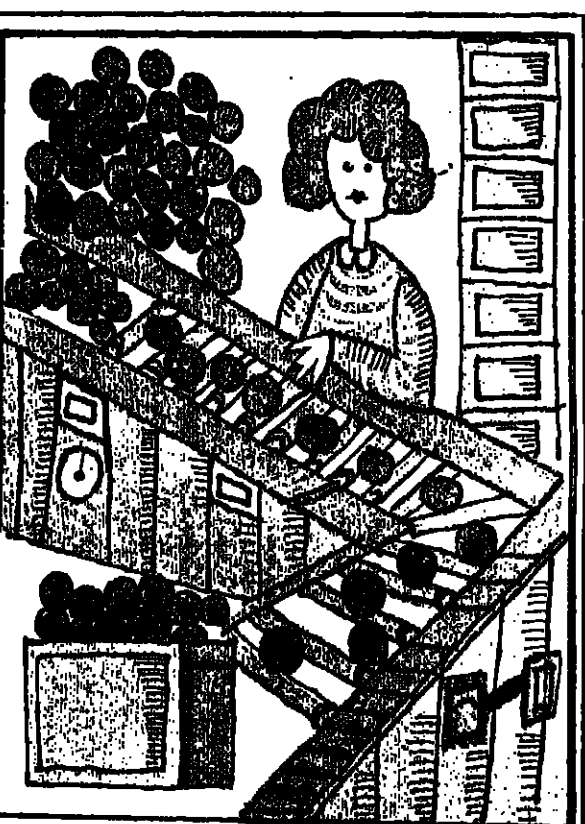
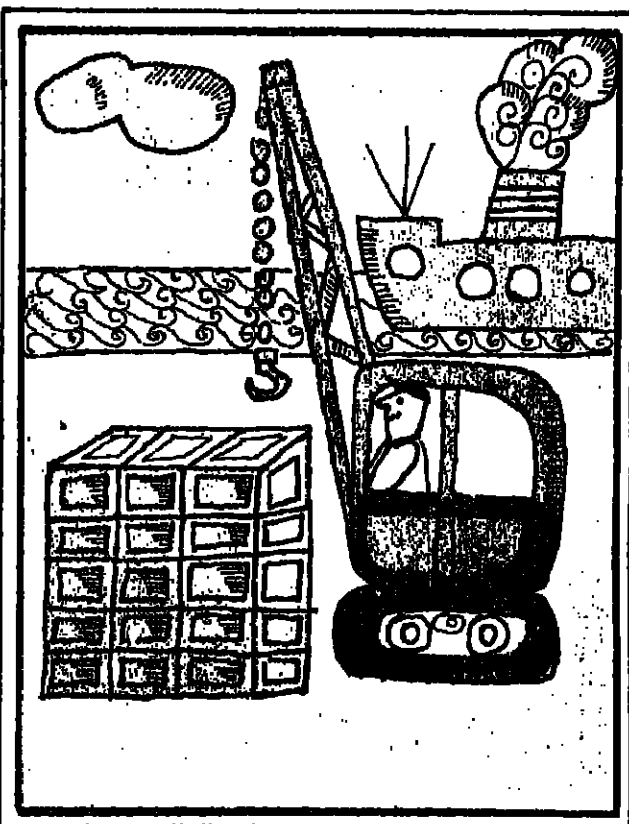
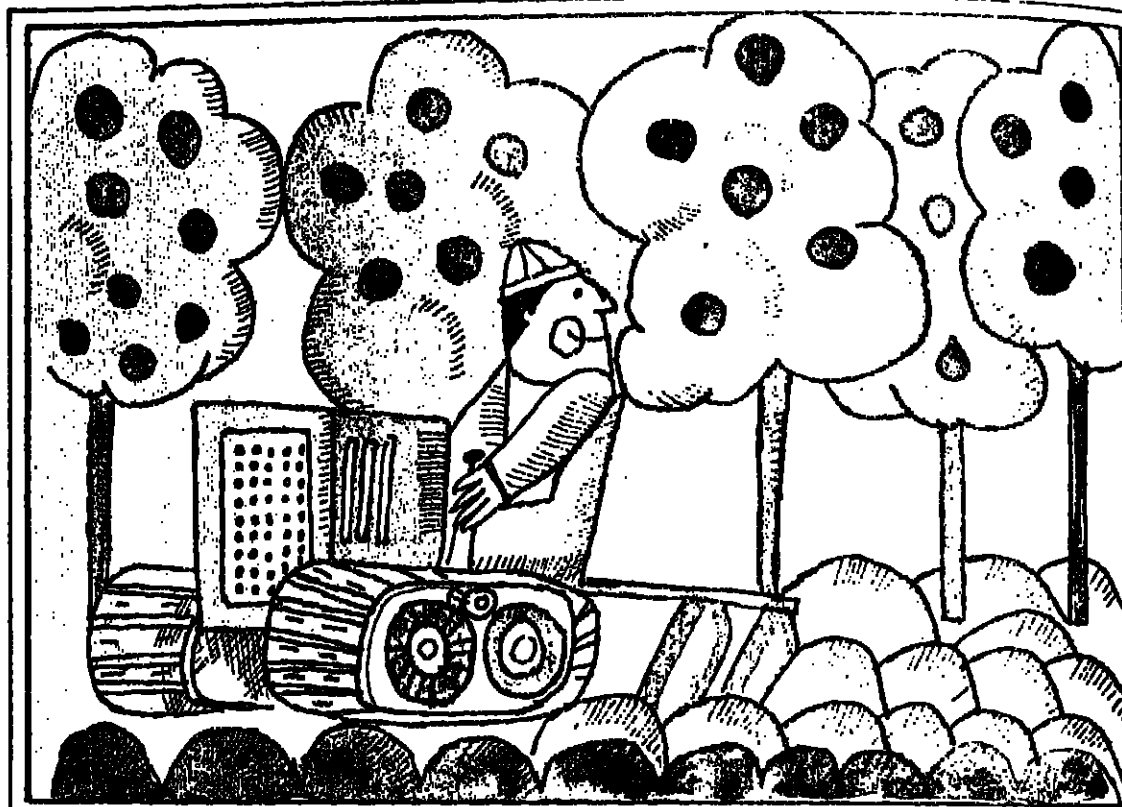
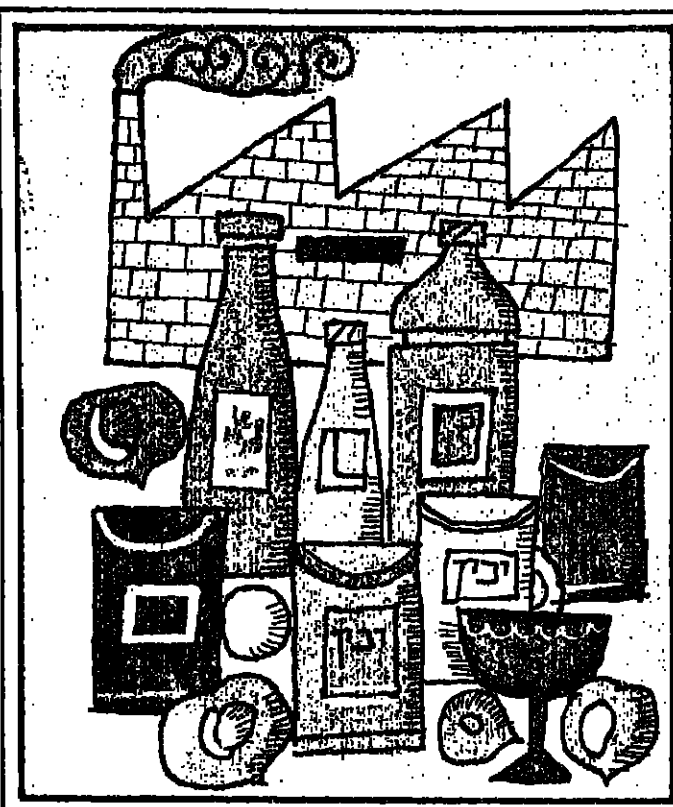
The third law he wants to see enacted is Unemployment Insurance. There is money in the kitty already — 1 per cent of wages from the workers, 5 per cent from employers. Meshel has several observations to make concerning this bill. First of all, when a man is jobless, he cannot pay his monthly contribution to the pension fund; the unemployment insurance authority should do it for him. Second, there is a clause in the draft bill stating that a man receiving severance pay shall not get the dole until that allocation is exhausted. "We oppose such a condition, because severance pay represents accumulated rights from the past."

Severance pay

He has not jettisoned the principle of severance pay, even in this age of increasing social security. On the contrary, he wishes to elevate daily workers, who only get 14 days a year of severance pay, to parity with the monthly workers, who get a month's pay a year. The former costs 4 per cent of pay-packets, the latter 8 per cent (which represents broadly the difference between basic and comprehensive pension schemes). Meshel hopes that under a standardised system, where everybody who is dismissed gets a full month's pay for each year's service, the monthly contribution could be reduced to a flat 6 per cent or some such figure — less, anyway, than the present 8 per cent. Queried, however, on the place of severance pay in the longer future, he conceded that, "if we achieve a universal comprehensive pension scheme, and also a full scheme of unemployment insurance, then the need for severance pay will have to lapse."

The last enactment that Meshel advocates is a General Disability Bill. "We started taking 0.5 per cent from employers since last year, for rehabilitation of the sick and injured. We have already collected IL17m. That makes it possible to save entire families from going to rack and ruin. All disabled folk, never mind what the cause of their disablement, must be given another chance. They must be assisted, with counselling, psychological rehabilitation, re-training, and assistance in job-finding — to recover their place once more in the work-force."

Meshel has other ideas, he bristles with them. He wants a working man's lawyer attached to every labour court, who will advise people on their legal rights and entitlements. He is already creating home discussion groups for the same purpose — in Beersheba, Kiryat Gat, Nazareth, Acre, Tel Aviv and Jerusalem (for a start). "Imagine, we never had such a group meeting without discovering at least one person who has benefited owing to him that he did not know about and never claimed." The Histadrut plans to train 500 members on a six months' course, to become advisers. They will help make sure that this kind of thing does not happen any more.



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The road to Sharm e-Sheikh, shown here under construction, is one of Solel Boneh's well-known recent projects. The road was completed last winter.

Solel Boneh: big—and still growing

SOLEL Boneh towers over the industrial landscape of Israel. This year the Histadrut-owned building company, with all its subsidiaries, will do IL950m. worth of business. It is Israel's largest commercial enterprise, apart from the big banks, and, after the Government, the biggest employer, with a payroll this year of 30,000. General Manager Zvi Rechter predicts that in four years the company's turnover will climb to IL1,000m.

Solel Boneh has become a by-word for big building operations of every type. In the past 30 years it has built more highways, hospitals, hotels, housing schemes, harbour works, industrial and commercial premises, cinemas and defence structures than any other company in the Middle East. It has built the Knesset in Jerusalem, the Basilica of Annunciation in Nazareth, and most of the Dagon Silo in Haifa. During World War II its operations extended from Mesopotamia to the Nile Valley, from Persia to Cyprus. Through its Overseas and Harbour Works Company it has carried out construction work on an impressive scale in South America, Africa and Asia. But its centre of gravity has always been at home. Solel Boneh has built much of Israel, and the growth of Israel has built up Solel Boneh.

It is a story of a steady rise after a false start in the '20s. It began 60 years ago, right after the foundation of the Histadrut in December 1920, when some of its leaders established a contracting office for public works. The first major project (in the course of these days when the entire Jewish population was about 80,000) was the road between Tiberias and Tzfat, a distance of about 12 kilometres. It was built in 1921 and became a symbol of the Jewish pioneering effort after the First World War.

In 1923, a 25-year-old graduate of the London School of Economics, David Hacohen, son of a well-to-do family of immigrants from Russia, joined the Histadrut's contracting office — to stay with it, through thick and thin, for 35 years. In 1924 the enterprise was formally registered as a shareholding company, and two of the Histadrut leaders, Dov Hoz and David Ben-Gurion, sold shares in this country and in Germany. The Jewish population had meanwhile increased to 150,000, largely as a result of immigration from Eastern Europe. Most of these were penniless. There was no investment, no matching this population increase, unemployment spread, business — and especially building — stagnated. Solel Boneh's fortunes slumped fast and in 1927 the company went bankrupt. It paid its debts to creditors, but shareholders here and overseas lost their money.

Solel Boneh was not the only enterprise to go under during that crisis. Under the Mandatory regime Jews would employ Arab contractors to build for them. Arab workers were paid between ten and 15 piastres a day, a few twice as much.

Interim occupation

For most Jewish workers, building was an interim occupation to make a living until the settlement authorities made land available for them. Then they would pack their few belongings and leave the town to form a new kibbutz or a moshav. They had little or no training for building work and, with other plans in mind, never bothered to acquire the skills of the construction trade. It was a handicap Solel Boneh shared with all Jewish building enterprises. Another was a shortage of working capital. Forty years later Solel Boneh in its renaissance was to go through a similar crisis. But then it had financial stamina enough to ride on into the next building boom.

But the economic slump in Eretz Israel in the mid-twenties was grave. For want of work many immigrants left the country, mainly for the U.S. In 1926, the Jewish Agency and the Histadrut realized

they had to make an effort to keep the workers employed. Together they set up "Merkeza Ha'voda," a joint contracting centre in which David Hacohen represented Solel Boneh, Avraham Hartzfeld the Merkeza Hakal (Central Bureau of Finance), and Berl Repetur the Haifa Labour Council. The contracting centre had its seat in Haifa because of useful connections which David Hacohen had built up there with some Mandatory Government officials.

The man in charge of the Public Works Department in the Northern District was Peter Noble and he offered to let us build the Acre-Safad road for which he had a budget," Hacohen recalls. "I explained to him that our men couldn't work in purely Arab territory for security and other reasons. We offered to build instead a road from Yaffo to Kfar Saba, and after we talked him into it he agreed to switch the budget for that. I persuaded PICA (the settlement company of Baron Edmond de Rothschild) to add money of its own and we were in business."

Historical reason

This was the historical reason which led to the establishment of the contracting centre, later reconstituted as Solel Boneh II, in Haifa. "It was not a formal company and not officially registered. Shmuel Margolin, another former Solel Boneh man and I, were in charge. Ours was not the only construction

The Histadrut's building company, Solel Boneh, does business on a grand scale, both in Israel and abroad, writes Ya'acov Ardon. In this article, he traces the company's steady rise after a false start in the 1920s, to the point where it is the country's largest commercial enterprise, apart from the banks, and the second largest employer after the government.

enterprise of the Histadrut. There was a *misrad kabbani*, a contracting office, attached to the labour councils of Haifa, Tel Aviv and Jerusalem, and there were cooperatives of groups of building workers. We often competed with them, because we worked in the whole country."

The next source of orders for the contracting offices was the construction of Haifa port where the fates of the Histadrut and the Histadrut's building company were linked. The energetic, determined young man named Yitzhak Sadai, one of the founding fathers of the Histadrut, was the real boss of Solel Boneh. He was a shrewd and ambitious man, was the real boss of Solel Boneh by virtue of his post as head of Hadrat Ha'voda, thought that he could better control the prosperous enterprise after dividing it. With all its visible and invisible assets and its affiliates it was estimated to be worth close to one thousand million pounds, built up over the years without costing the Histadrut a penny.

"All the old crowd resented the intrusion of Lavan and withdrew. Some, like Hibel Dan, went into private enterprise and did well. I myself have never stepped inside the Solel Boneh office in Tel Aviv since then," comments David Hacohen. Today the company is run by a new generation. General manager Zvi Rechter, 50 today, born in the year in which the Histadrut was founded, is one of the younger set of business executives in the Histadrut sector of the economy. Some come from kibbutzim, others from

bought out all the contracting offices of the labour councils to eliminate duplication and competition inside the Histadrut," relates Hacohen. He and his fellow directors were reinforced by a dynamic young man named Hibel Dan who had, like others, started as a foreman. The expansive, enterprising management began to set up the subsidiaries of the construction company, large and small enterprises which supplied building materials and services among them the Lime and Stone Company which operated a quarry outside Haifa. This had belonged to an Arab who employed cheap Arab labour. A political strike ordered by the Arab Higher Committee, headed by the Mufti of Jerusalem, Haj Amin El Husseini, threatened to stop production at the quarry and thereby halt all construction work of Solel Boneh and other building firms. David Hacohen negotiated a partnership with the owner, Jewish labour was sent to work at the quarry and to ensure continuity of production.

By the outbreak of World War II Solel Boneh was the country's leading building company and the British Army Headquarters for Palestine and Trans-Jordan soon had so much work for it and other contractors that an order of priorities had to be introduced. Sit embarking on projects all over the Middle East, camps, airfields, roads, fortifications. "I remember that we were asked whether we could undertake some work at the oil production centre of Abadan, in Persia. We set up a subsidiary unit which was called the Royal Engineers Company Solel Boneh, which consisted of some 250 men. We appointed the commanding officer, Dor Givon (until recently general manager of the Nesher Cement Company) the N.C.O.s and while we were working in the area, we used the occasion to help Jews in Middle East countries to come to Palestine."

Hacohen recalls with relish the good use made of connections he built up with the British and Free French in those days, when he served as a kind of salesman for the Jewish war effort in the Middle East.

Nesher, founded by a wealthy immigrant from Russia, supplied cement to all the country's building sites. In 1936, on the outbreak of the Arab riots against the Jewish population, the factory faced a shut-down because Arab labour, called out on an indefinite strike, stopped operating the quarry that supplied limestone to the kilns. Pollak sold his company, lock, stock and quarry to Hadrat Ha'voda for one million Palestine pounds.

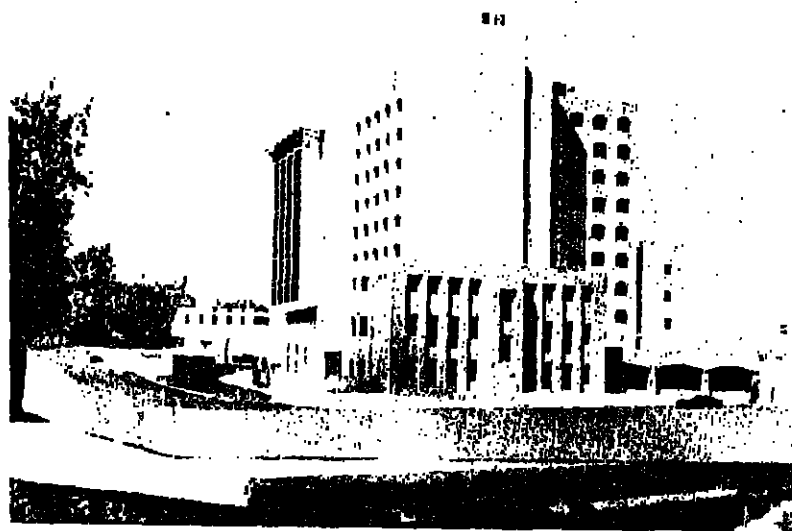
Dramatic moment

The growth of Solel Boneh after 1945 is common knowledge. A dramatic moment came in 1953 when as general secretary of the Histadrut, Pinhas Lavon decided to break up the big enterprise into three smaller ones: construction and public works, overseas and harbour works, and the industrial sector. Lavon, a shrewd and ambitious man, was the real boss of Solel Boneh by virtue of his post as head of Hadrat Ha'voda, thought that he could better control the prosperous enterprise after dividing it. With all its visible and invisible assets and its affiliates it was estimated to be worth close to one thousand million pounds, built up over the years without costing the Histadrut a penny.

"All the old crowd resented the intrusion of Lavan and withdrew. Some, like Hibel Dan, went into private enterprise and did well. I myself have never stepped inside the Solel Boneh office in Tel Aviv since then," comments David Hacohen. Today the company is run by a new generation. General manager Zvi Rechter, 50 today, born in the year in which the Histadrut was founded, is one of the younger set of business executives in the Histadrut sector of the economy. Some come from kibbutzim, others from

(Continued on Page 10)

THE MORIAH HOTEL-JERUSALEM THE EILAT HOTEL-EILAT



The Moriah Hotel in Jerusalem.

About two and a half years ago, three economic bodies affiliated to Hevrat Haovdim established a new partnership in the hotel field. The partnership consists of the following companies:

1. The Investment Fund of Hevrat Haovdim Ltd.
2. Amot Hashkaaf Ltd.
3. "Nitzba", Settlement Co. Ltd. (Investment Company of the "Egged" Cooperative).

The partnership is designed to establish and operate a new hotel network in Israel. In the first stage of operations two hotels have been acquired together with their adjoining reserves of land: the

Moriah Hotel in Jerusalem, with 28 rooms, the Eilat Hotel in Eilat, with 38 rooms. With the establishment of the partnership, expansion of the existing hotels has been started with the construction of new wings, which together will contain 180 rooms in Jerusalem and 110 rooms in Eilat.

To-date the new wings (which are parts of existing structures) are in advanced stages of construction, and they will be open for business in the middle of 1971. The Moriah and Eilat Hotels will be of 4-Star standing according to the rating of the Israel Ministry of Tourism. The old wings of the hotels will be renovated

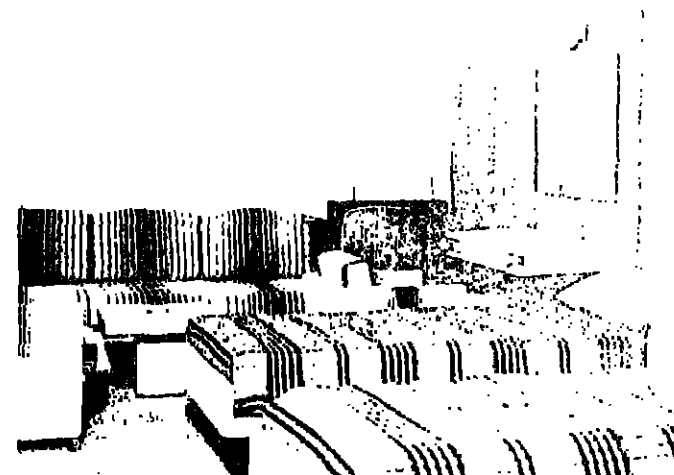
and be brought up to the same standards as the new wings. It's worthwhile noting that the Moriah and Eilat hotels are continuing their successful operation while construction is going on, and that they have well-established reputations in the hotel business here.

The Moriah Hotel is located in Jerusalem's hotel district (near the King David Hotel) and affords a sweeping view of the Old City from its roof. The respective area of land adjacent to the hotel is designated for the building of an additional 200 rooms in a second stage of development. The Moriah Hotel will offer guests large, well-furnished rooms, a special bar, barber and hairdressing shop and a number of stores, including a bank. There will also be a restaurant and coffee shop.

The Eilat Hotel is located in the centre of the Eilat hotel district, only steps from

the Red Sea shore. The additional land available will make the construction of another 80 rooms possible. Although at this stage the hotel will have only 110 rooms, service facilities and public area for a 200 room establishment are already being built. The "Eilat" hotel will offer its guests very spacious rooms, a restaurant, cafeteria, bar and swimming pool. The Moriah and Eilat hotels will be managed by professional hotelmen who are considered among the best in Israel. These men are already busy fitting up first-class facilities so that they can offer guests top-notch service.

There can be no doubt that the expansion of the Moriah and Eilat hotels constitutes an important step in the development of the hotel and tourist industry in Israel, and provides the basis for a hotel chain which will in the near future branch out to Tel Aviv and other locations in Israel.



A typical guestroom at the Moriah Hotel.

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	Number of Enterprises		
Metal Products	57		
Electrical and Electronics	26		
Wood and Furniture	15		
Plastics and Rubber	33		
Textiles and Leather	11		
Food	20		
Quarries and Building Materials	8	Sales	IL 505,000,000.-
Chemicals and Pharmaceuticals	5	Exports	\$ 25,500,000.-
Decorative Articles	10		
Miscellaneous	13	Employees	0020
			1070

Fighting—not begging—for women's rights

THE Israel Working Women's Council (Moetzet Hapaolet) was founded together with the Histadrut fifty years ago. This was not a coincidence, Council Secretary General, Mrs. Beba Idelson, told *The Jerusalem Post*.

"The very fact that women had to set up an organization of their own within the Histadrut shows that things were not what they should have been even in those early pioneering days. It was a man's world right at the start and women's rights were only formally respected. Had there been full equality between men and women from the outset, there might never have been the need to set up a separate group," Mrs. Idelson says. She recently turned 75, but her smooth wrinkle-free face certainly does not show it.

Mrs. Idelson feels that we tend to idealize the old days, when we talk of the role of women in the pioneering society. "The picture was hardly so rosy. There simply was not full equality between the sexes when it came to the division of labour, to rights and to duties."

In many ways, she feels, things were far worse in the past. "People had a superstitious, traditional mentality. I remember a delicate young girl, Sara Malchin, who went up to work on the Sejra farm in Galilee. The men thought she ought to stay in the kitchen and cook for them. She insisted on working alongside them in the fields. It was a long struggle and she finally won. Soon afterwards, though, a small child died there and everyone said that it was God's punishment because they had allowed a woman to step out of her natural role. Things got to be so bad that they had to come and whisk that poor girl out of Sejra in the middle of the night," Mrs. Idelson recalls.

Women first to go

Competition in those days was also much fiercer. Mrs. Idelson, who joined the Histadrut in 1926, recalls vividly how "in the days of unemployment, it was the woman who was first to be dismissed, no matter how good she might have been on the job. Physical strength also counted much more several decades ago, when you didn't have advanced technology and automation. Women were always paid less and when it came to politics men figured that no one could be as wise as they were," Mrs. Idelson says without sentimentality.

As she sees it, Moetzet Hapaolet "was and is a militant women's organization. But we don't beg for women's rights — we fight for them. We feel that women ought to have an equal share in building up the State. Women ought not be deprived of their right to make a contribution to the country outside the four walls of the home. Men somehow oppose this — some perhaps don't want their wives to dirty their dainty

The Working Women's Council (Moetzet Hapaolet) began its battle for equality of the sexes in working conditions 50 years ago, long before the current vogue of 'Women's Lib'. But its battle is still going on, as Jerusalem Post Reporter SARAH HONIG found out after interviewing MRS. BEBA IDELSON, a veteran of the movement and the council's secretary, and relative newcomer Mrs. ALIZA TAMIR.

hands, others are concerned about their health, many think that women are not capable of measuring up to men and for others 'keeping a woman in her place' is part of the sacred war of the sexes," she feels.

According to Mrs. Idelson, one of Moetzet Hapaolet's most important achievements was "activating women politically. Some 60 per cent of our members are housewives. Many men don't realize it, but women work in the home. This is how our Working Mothers section was born. We thus reach women of all backgrounds and have been able to educate them to modern, democratic life." The proof of success for Mrs. Idelson is the fact that a greater percentage of women than of men take part in elections. Other achievements are the creation of the Pioneer Women's organization in some 12 countries around the world, helping in immigrant absorption, founding cultural clubs, running vocational and agricultural schools for some 7,000 teenagers, helping war widows and orphans and maintaining children's institutions and day care centres where working women can keep tots until they come home. Some 60 per cent of all children in institutions in this country find themselves in Working Mothers institutions. Newer projects centre around Nahal outposts where girls are taught various crafts to keep them busy until the farm becomes a going concern. Their products are marketed by Moetzet Hapaolet and the proceeds go to the settlement, generally to provide the members with recreation facilities.

Ideas make difference

Much similar work, however, is also done by many of the voluntary women's organizations. What makes Moetzet Hapaolet any different? "Our ideals," Mrs. Idelson readily replies. "Our socialist and educational ideals — the chief one being that the woman ought to go out and work. Much discrimination still makes that difficult and often not worthwhile for the woman and her family, but we are trying to combat this. The home is important, but true equality can only be achieved when

the wife too gets a chance to go out and earn her wages. This is not easy for the woman. She still has her house to take care of. No one takes these chores away from us and we even like them. I like to cook and would let no one deprive me of the pleasure," she smiles. "And if the children complain that mother is not at home? Well, it won't hurt them to learn to do things for themselves now and then."

Mrs. Idelson herself says that she is so busy she had to quit the Knesset some five and a half years ago to devote more of her time "to attracting the younger generation to Moetzet Hapaolet." The only way this can be done is by giving the younger women jobs in running the organization.



Aliza Tamir

They are doing very well indeed. I myself wanted to resign as Secretary General after all these years, but it was the younger members who asked me to stay on," she says. The Russian accent of her Hebrew is still quite marked.

Younger activist

FOURTH generation Sabra Aliza Tamir is one of the Histadrut's younger women activists. She is chairman of the Trade Union division Section for the Woman Employee. The section was set up some ten years ago following years of pressure by Moetzet Hapaolet which asserted that the problems of all employees, regardless of sex, must be handled by the trade union division. "Before the section was set up, the men found it very difficult to understand the problems a working woman faces. We now do most of the day-to-day work and keep in touch with the workers at their places of employment," the energetic Mrs. Tamir explains. "We work a great deal through the local Labour Councils, but in the whole country only 14 localities have a women's section and only in Tel Aviv is there a woman in the labour council secretariat, so it's rather hard to push the issues which interest women."

As Mrs. Tamir sees it, "there is hardly any area in labour relations which is free of discrimination against women. Some of the blame lies with men for their lack of sensitivity, but the women are mainly responsible. If they don't take matters into their own hands, no one will do it for them. Each woman must be active and consider herself a representative of all the others. Otherwise apathy will cause us to lose representation and this means the loss of power. We are pitifully under-represented. Women made up a mere eight per cent of the delegates to the last Histadrut convention, while they account for 50 per cent of the members. The same is true in the trade union division, where there are only three women members. Until re-

cently I was the only one. Decisions are reached by the expression of opinions and voting. If the woman isn't there, her voice is not heard and her hand is not raised when the vote is taken. As a result she is discriminated against," Mrs. Tamir says with emotion.

The discrimination need not be formal. The law, as Mrs. Tamir points out, guarantees equal pay for equal work, "but there are many loop-holes. Women may do precisely the same work as men, but the employer puts a different label on it. Thus in many plants every woman employee is found to be in the category of doing 'easy work'. Who decided that this is easy work? Why, of course — men! We find that some women are getting 150 a day for work which is by no means easy. This is slavery and only because women don't run their own affairs."

Mrs. Tamir finds the root of all evil is the label of "breadwinner", which entitles the man to unfair privileges. "This is the epitome of absurdity. It is downright insulting to look down upon women's work as if it is all done for cosmetics while the man works for the family's bread. The family income today is made up of the husband's and wife's salaries. One is often insufficient and so both are breadwinners. As if things weren't bad enough, the men who run things increased the gap between man's and woman's pay this year, when they decided on IL50 increase for 'breadwinners' earning low wages. This automatically excludes women. Sometimes the woman is the sole breadwinner and the employers still make the same calculations for her as they do for other women. There is no equal pay for equal work and it's all a question of labels and names," Mrs. Tamir argues.

Seeds of discrimination

The new unemployment insurance law also contains seeds of discrimination. "The same amounts will be deducted from the pay of men and women, but women will get ten per cent less because they are not 'breadwinners'. If a man dies, his family still gets his pension, but not so with women and thus they are reluctant to join any pension funds, income tax authorities are also unfair. If a woman earns as much as IL200 her husband gets no deductions for her, but her expenses are not deductible. She must find substitutes for her housework, whether in the form of electrical appliances or help. But this is not recognized as legitimate expense. Our section attempts to combat all this," Mrs. Tamir says.

"Otherwise, it is just not worthwhile for a woman to go out and work. She loses money by working and doesn't even have equal opportunity to advance. This is not limited to the factory. Women doctors complain that they have little chance to become department heads in hospitals. Somehow employers don't mind a man's long absence due to reserve duty, but can't put up with a few days' leave for a woman because her child is ill. What's the result? We use only 30 per cent of the country's woman-power as against 45 per cent in Western Europe and America and 50 per cent in Japan. Career women who are not willing to give up their work just stop having children after their second child. This is bad for a country such as ours," Mrs. Tamir contends. She knows these problems first hand having worked as a nurse up to four years ago, while at the same time raising her two boys.

"The children are a problem too. It is unthinkable that the State would do nothing to ease the burden. The only day care centres are set up by voluntary women's organizations and they still cost some IL130 a month per child. And what about grade school children who must roam the streets until their mother comes home from work? Why can't we have a longer school day as is the case all over the world? It would not take so much money to give kids lunch at school and let them do their homework there and provide for hobbies. You don't even need teachers for such afternoon activity," she maintains.

"Unless the situation is changed radically, the country will be the loser. There will either be fewer children or a waste of working hands or both. I can see this in my own difficult profession. Many refuse to work. Others are overworked. Young trainees flee and the patients suffer from the bad job done by unqualified substitutes. The job of this section, then, is to fight for women's rights and see justice done," Mrs. Tamir sums up.



Mrs. Beba Idelson, right, participates in one of many ribbon-cutting ceremonies which she attends in her capacity as Secretary-General of Moetzet Hapaolet. With her are Mrs. Beba Kaufman, of the U.S. Pioneer Women organization, Mrs. Leah Neiman and Mrs. Rosa Kaufman, of the U.S. Pioneer Women organization, co-sponsors with Moetzet Hapaolet of a nursery in Kfarat Shimonah.

SOLEL BONEH—BIG, AND GROWING

(Continued from Page 7)

the army, and some from the universities. Rechter, born in Vienna, is the product of the Gordonia youth movement (of which Pinhas Lavon was a leader — he called him from his kibbutz to Solel Boneh as treasurer). He was not yet 20 when he took part in setting up the underground immigration organization, as deputy of Ehud Avriel, born and raised in the same city, in 1938 and 1939. They came to Israel together in 1940 and joined kibbutzim. Avriel went to Neot Mordechai and Rechter to Ma'aleh Hahamisha where he stayed for 28 years. At the request of Lavon he was "loaned" by the kibbutz in 1968 to Solel Boneh because of his past experience in organizing building work in the settlements. Because of his efficiency he survived the political eclipse of Lavon and was made general manager eight years later, on the retirement of Hillel Cohen.

"Solel Boneh's chief problems today? Organization, or rather, reorganization," says Rechter without hesitation. Plain, direct and brief in language he explains some of the difficulties of bigness. "It isn't easy to move people long in fixed jobs or to change the contents of jobs anywhere in the company. It affects people from bottom to top. But there is no alternative. It must be done if the company is to go on growing," he says.

"There is no country in the world where one building company accounts for such a large share of the total work as Solel Boneh does in Israel," he told his workers recently. It is the diversification of the Solel Boneh concern which makes reorganization so indispensable to continued growth. "There can be no unlimited direct control of different branches of construction and related industries and services from one centre, from one desk. You must set up separate, autonomously operating enterprises with individual management to allow each branch to grow organically."

Reorganization plans

Rechter's reorganization proposals have already been approved by Hevrat Ha'ovdim, the Histadrut's holding company for its economic enterprises.

Solel Boneh's building concern will be split into three divisions: the building company proper, with a turnover of some IL100m. next year; the road construction and earth works, with about IL80m. worth of business a year, and a IL70m. a year "baby" that will include all the metal and wood workshops and also the Helmar building materials company which makes tiles, concrete blocks, pipes, stairs, curbstones and silicon bricks, worth IL15m. This in addition to the existing subsidiary and affiliated companies, like the Overseas and Harbour Works, Heruth, Lime and Stone, and others.

"We have grouped together what belongs together. None of the three divisions is smaller than IL50m. so that it has a financial foundation strong enough to stand on its own feet," says Rechter. He believes these changes should serve the company for the next 15 years. "Those who come after us will have to think again about new changes... the previous generation could talk about the pioneering days when the road to Zemel was built. The Six Day War has brought us another pioneering period. We've carried out defence jobs inside and outside the country on a scale we have never done before."

Research activities

Another problem on which Rechter keeps his eyes are labour relations. "We want to make the workers feel more at one with the company. The target now is joint management. We've had positive experience with co-opting staff to it. Personally I am in favour of profit-sharing and the day is near when this is going to be introduced in Solel Boneh. These two innovations, better labour relations through joint management and profit sharing will not lead at once to greater productivity, but it will breed a new attitude, I believe."

Solel Boneh also engages in research, says Rechter. The Operations Department examines and introduces new building materials and methods. "It has promoted the industrialization of building... that is one of the most promising ways of rationalizing work. The department employs nearly 30 people

and its budget is about one million." For a company with a turnover of IL500m. the sum looks puny. Nor is Solel Boneh's contribution to the Technion which supplies most of its engineering manpower, more impressive. Last year's contribution was IL25,000 but the company conducts training courses for Jews and non-Jews, all through the country. "Many of the workers who learnt their skills in our company are today employed by other companies, but we don't mind. There aren't enough skilled building workers. That is a problem it shares with other industries."

Aluminium and cranes

Rechter sees only a limited scope for prefabrication. "It accounts in Israel for about 15 per cent which is more or less the same rate as abroad. But what we need is more standardization, and we're pressing for it. We would be prepared to put up plants to manufacture products used in the building industry if the Government would make standardization mandatory and assure us of a minimum market. State for instance, of windows. That would save a lot of time and money. In Sweden only seven types of windows are permitted in building, and the architect indicates on their plans which type they want. We were told that in one little moshav in the Jordan Valley our men found some 60 types and sizes of windows."

Rechter speaks fast, fluently and with animation, free of the old Histadrut jargon and pathos. He concentrates on the subject without wasting words. With all this there is a human touch in his attitude to others, common to most people who have long lived in a kibbutz. He says he leaves his home at a quarter to seven and returns about eight in the evening. "Unless I have meetings to attend." His wife is a teacher, his son and daughter are university students.

He is very much aware of the responsibility and scope of his task, and of the technological changes that today are dominant factors in most industries. "We shall have to go into aluminium, and we're introducing new types of cranes," he says, looking forward into the developments of the Seventies.

Arab affairs department aims at working its way out of existence

SIXTY thousand, three hundred and seventy one (60,371) Arab workers — 60 per cent of the total in Israel — are affiliated with the Histadrut. And, predicts Ya'acov Cohen, who heads the Histadrut Arab Department, the department itself is on the way toward eliminating its own functions, as the Arab sector continues to progress. "But we still have a long way to go," he cautions.

The Histadrut made its first bid in to organize Arabs in a trade union in the 1930s. The late Abba Khushy of Haifa made pioneering steps in building the Palestine Labour League.

The Communists had already been active in the Arab Workers Congress, while Sami Taha, who later was slain by the Muttif's men, organized the Palestine Arab workers.

Jerusalem-born Ya'acov Cohen, fresh from the Oriental studies course at the Hebrew University, joined the staff of the League in 1941, when he organized the first Arab strike in the Capital against the American Colony Hotel.

A few years later, the Palestine Labour League staged a strike of the Jaffa municipal workers. Mayor Ali Mustafa refused to recognize the League, but acceded to its demands. "The Histadrut published a weekly, 'Hakekat el-Amr,' to spread the ideas of trade unionism, held occasional study days at Beit Berl, and convened workers from the Rehovot area, where many Arabs worked for Jewish farmers.

'Jewish' deleted

The League continued its separate existence until 1955, after which it became part of the Trades Union Department of the Histadrut. In 1959, the word "Jewish" was deleted from the official designation of the Histadrut and Arabs were admitted to full membership. The Communist-led Arab Workers Congress was wound up in 1961, while the Catholic Workers Union of Nazareth merged with the Palestine Labour League around the same time.

Differences in the social structure have contributed more than any other single cause to tensions between Jews and Arabs in Palestine, Mr. Cohen believes. Another factor is differences in education. These differences still exist and sometimes cause friction.

The experience of the last twenty-two years, Mr. Cohen stresses, has proved that integration is the best means of achieving understanding between Arabs and Jews. "The national problem for the Israeli Arab may have to wait until the coming of peace with our neighbours — but for all practical matters, he is to live as a full-fledged Israeli, with the same rights and opportunities as the Jewish citizens. Already, general statistics show that in 1969 the mortality among Israeli Arabs was 0.61 per cent as compared with 0.60 per cent among Jews, and 2 per cent among Arabs of Palestine in 1948. Infant mortality was 4 per cent among Israeli Arabs, as compared with 8.3 per cent in Egypt, 8.6 per cent in Algeria, 14.9 per cent in Morocco. The natural increase of the Israeli Arabs was 3.9 per cent in Israel, 2.5 per cent in Egypt and Iraq. An Israeli Arab lives to an average 70 years, the Jordanian to 62.6, the Egyptian to 61.6, and the Algerian to 55 years of age.

The Histadrut, Mr. Cohen says, takes credit for much of the advance in health and economy, by opening Kufat Holim dispensaries, fostering co-operatives of consumers and producers, helping in establishing banking facilities and building cultural centres for old and young. It is the purpose of the Arab department of the Histadrut to expand these activities in the coming decade. Key men for professional work will be trained by the department. A special effort is intended to apply trade union principles to rural workers and artisans in exclusively Arab areas, such as villages or a town like Nazareth. Here, Mr. Cohen admits, the Histadrut has failed to leave a mark. Among the young workers, in particular, whose number is estimated at 15,000 to 15,000, only 3,500 belong to the Histadrut-sponsored Working Youth Movement.

Professional action is often hampered by the tradition of *zaka* — the "boss" or contractor who places workers and

takes a large "cut" of their salaries for himself. The *zaka* is powerful in the villages. But a general drive to explain to the workers they need not fear the *zaka* that their work is arranged by the Government Labour Exchange, and the police will protect the worker who will not yield to blackmail, may lead to the disappearance of this relic of the past within a few years, Mr. Cohen hopes.

The real problem lies in the future of the Arab intelligentsia, which has been on the increase since the establishment of the State of Israel, and in the introduction of compulsory education to age 14. The number of Arab secondary school graduates is also on the increase. Moreover, the standard of education has improved enormously as compared with the pre-State level, when a boy matriculating from a secondary school could hardly aspire at more than being a clerk in some government office. "Many of the Arab young men have the qualifications and aptitudes to fulfil an executive position — and should be offered the chance. True, there are always the misgivings caused by the war; but experience of the past has shown in the vast majority of the cases the Arab employee can be trusted."

What else could be done to foster understanding? Mr. Cohen suggests that a group of 50 youngsters is given the opportunity to study, once a week, what the Histadrut stands for, what a political conscience is, the nature of the Arab-Israeli conflict and general economic and literary issues. Social level meetings should be encouraged. The Histadrut has done its bit by sponsoring a publication called "Mifgash" (Encounter), which publishes works by Jewish and Arab writers both in Arabic and Hebrew versions. The Histadrut also sponsored the "Society for Understanding and Friendship," which has already four branches — ten more are planned for the next four years. Plans for the future include more publications by the Arab Publishing House, which is directed by Mr. Cohen's predecessor in the Arab Department, Mr. Eliahu Agassi.

"We are up against tremendous odds," Mr. Cohen says. But the stakes are also tremendous.

Integration is the best means of fostering understanding between Jews and Arabs, and that's one of the reasons that Histadrut Arab Affairs department chief YA'ACOV COHEN feels that the withering away of his department will be the best sign of success.

SRAYA SHAPIRO reports.

'GENTLE PERSUASION' IN EAST JERUSALEM

By DAVID LENNON

Jerusalem Post Economic Reporter

WAGES of people working in East Jerusalem have risen only 20 to 50 per cent since the unification of the city, and are still much lower than those prevailing in Israel. Small though this wage rise is, it was only achieved by the pressure of the Jerusalem Labour Council on the East Jerusalem employers, according to Mr. David Ayalon, the Council Secretary.

After running into political difficulties when they tried traditional trade union tactics, such as the National Bus Company strike, the Council is now trying gentle persuasion in an effort to get Arab employers to raise wages. This approach has paid dividends, say Shlomo Shoshani, head of the Council's East Jerusalem Bureau. "The smaller work places are more receptive and they have raised salaries by about 50 per cent, but the larger employers, including hotels, have been reluctant to do so and their wages have gone up by only some 20 per cent," he explains. One factor complicating the work

of the Council in this field, David Ayalon points out, is the presence of workers from the West Bank in the city. Some 45 per cent of the hotel workers are from the surrounding villages and they can't even be organized into the trade unions because Israeli law doesn't apply to residents of the West Bank. In addition, the workers themselves don't have much of an idea of organizing so as to become a pressure group.

The Council has had considerable success in recruiting members in East Jerusalem. At the end of 1968 they claimed 3,000 Arab members, by the end of 1969 this number had risen to 5,000, and at present there are 7,700 registered members out of the total force of 9,000 wage-earners. The figure of 7,700 is qualified somewhat by Mr. Shoshani, who points out that only 6,000 of these members are active.

Indeed the word active has a very real meaning among the Histadrut members in East Jerusalem. They are

(Continued on Page 12)

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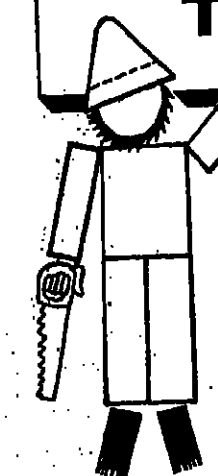
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East Jerusalem

(Continued from Page 11)

happily making use of the Kupat Holim clinic, and the social and cultural services provided by the Histadrut. In addition, the Council has organized a large number of joint Arab-Jewish meetings between fellow workers from the same work places — 18 such meetings were held during the month of Ramadan alone — and these, the Council officials report, have proven successful. Sports activities are another field where the efforts towards joint functions has met with enthusiasm from the East Jerusalem members.

The political reality of East Jerusalem was also instrumental in another failure of the Council — that of having East Jerusalem members on the Council. Places were provided for these members, and the names of those selected for the positions were kept out of the press, but, nonetheless, pressure was put on them by opponents of Israeli rule, and they all withdrew their names from the list of candidates.

On the other hand, Mr. Ayalon points out that Arabs are strongly represented on works committees in the places of employment. "It's no longer a case of us pushing them to participate; they themselves are now pressing for election to these committees," he notes.

The problem of finding employment for the white collar workers has not been solved, Mr. Shoshani admits. Some of the white collar workers have taken up jobs in industry, and a small number have been re-trained. The Ministry of Labour is planning to start a special 14-month course to re-train these people as building technicians, and this is expected to help ease the situation.

West Jerusalem jobs

The situation of the Arab worker employed in West Jerusalem is of course completely different as regards wages. Their Israeli employers have had their work places struck a number of times by the Labour Council, and as result of this uncompromising policy, wages of Arabs and Israelis are equal. This is in line with the law, but that law hadn't been enforced in East Jerusalem, and in many cases wasn't working in the rest of the city until the Histadrut people took a firm stand.

Raising the wage of the Arab employed in East Jerusalem is one of the major stakes confronting the Council. Mr. Ayalon expresses the belief that progress will be slow but sure. "Look, the Arabs are good businessmen and they understand the market. With the economic development of the city they will have to pay higher wages and improve working conditions if they want to retain their staff. Don't be too surprised if the Arab employer ends up asking for our protection from excessive wage demands, as is sometimes the case with Israeli employers today," he says with a smile.

The recent decision to enable West Bank Arabs employed in East Jerusalem to receive their salaries through the employment bureaux in their home towns, as is the case for Arabs working in the rest of Israel, will force employers to pay the official wage rates. Since the beginning of this month registers are being drawn up of the employers in East Jerusalem enterprises, and those already working, even if they come from outside the city, will be allowed to continue, but any new staff will have to be hired through the employment bureaux. The rigorous application of this regulation by the Government and the Histadrut could prove the key factor in raising the wage level in East Jerusalem.

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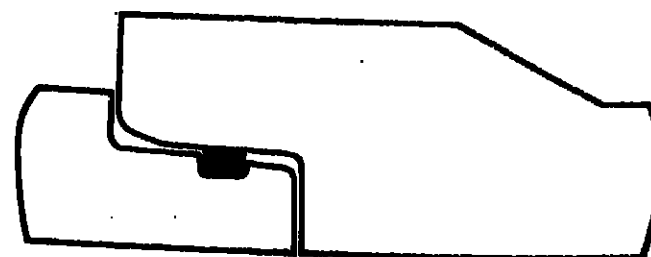
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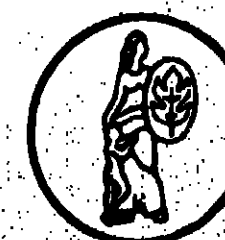
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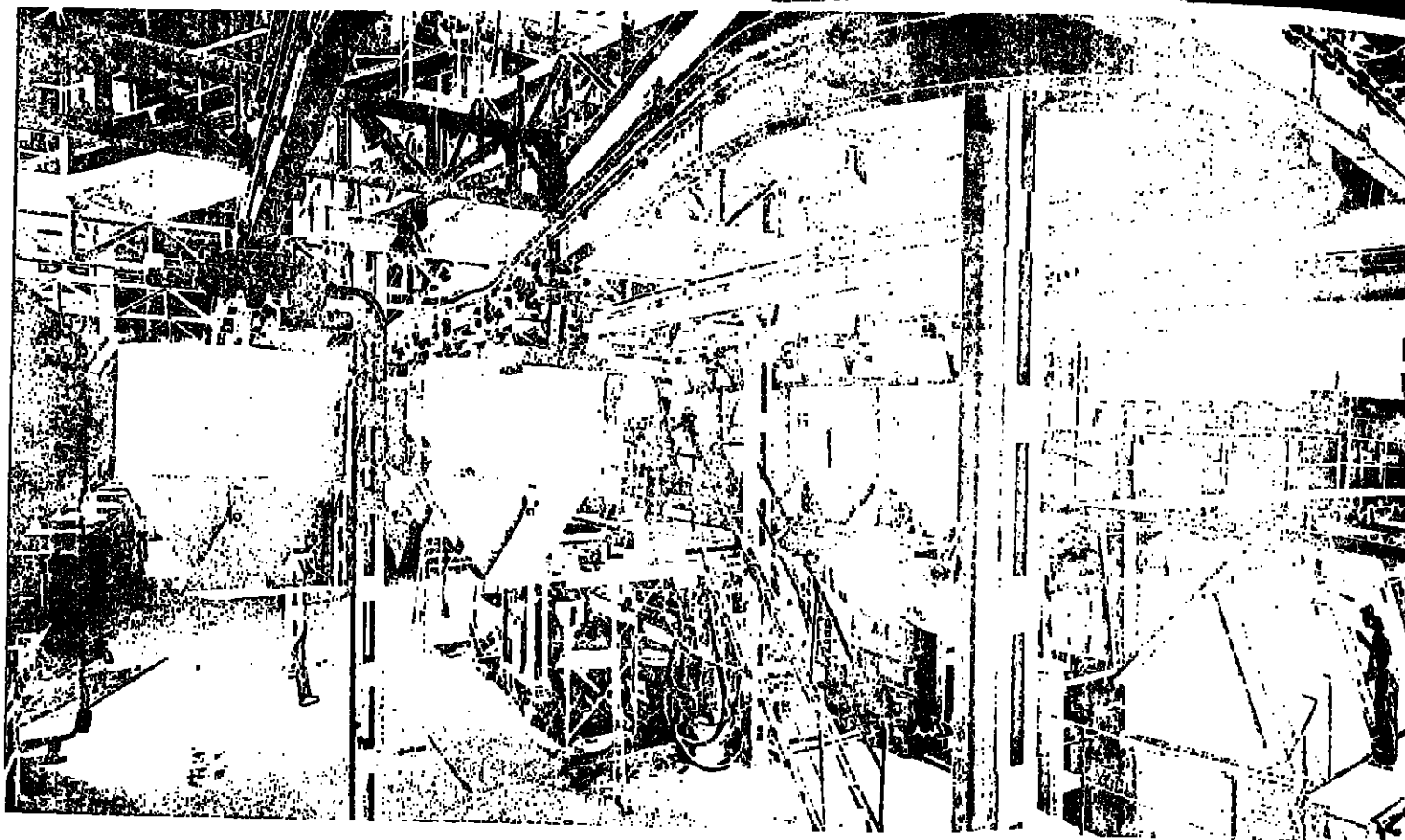


Koor: black ink and export growth



MEIR AMIT

The output of Koor, Histadrut's giant industrial complex, is fully 9 per cent of Israel's total — proportionately more than the top four companies in the U.S. Koor director Meir Amit, former intelligence chief, spells out its objectives to The Post's Macabee Dean



Molding ovens, left, and furnaces, lower right, at Koor's Phoenix glass plant in Haifa.

THE year 1970 marked a turning point for Koor, the Histadrut's giant industrial complex. It was the year that Koor, comprising 50 companies that make everything from weapons to perfumed soap, "came out of the red and into the black."

This is the way Aluf (Res.) Meir Amit, former chief of the Intelligence Services, puts it. Mr. Amit joined Koor two and a half years ago as its Director-General.

Koor produces roughly nine per cent of Israel's industrial output. General Motors (in 1968) produced only 3.5 per cent of the U.S.'s industrial output. In fact, General Motors, together with Standard Oil, the second American company in size with 2.2 per cent of the U.S.'s industrial output, plus Ford (2.2 per cent also), plus General Electric (1.3 per cent), and Chrysler (1.2 per cent), control only 10.4 per cent of America's industrial output.

Question: Koor is a Histadrut enterprise, i.e., it is controlled by organized workers bound together by a socialist ideology. Would Koor go into partnership with capitalist companies in setting up new plants? Suppose General Motors or General Electric make an offer?

Answer: (Smiling broadly) We'd grab it! But we wouldn't go into partnership with General Electric. We can't.

Why not?

Because one of our companies is already in partnership with an American company, General Telephone and Electronics, which stipulated that we refrain from similar arrangements with other companies in the same field. So far, this partnership has been excellent!!!

Out of the red

During the recession years, 1966 and 1967, Koor went into the red by about IL20m. The years 1968 and 1969 wiped out this debt. In 1970, the complex's turnover was about IL800m. (estimated); and its profits were six per cent, or about IL48m.

"Nevertheless, we expected to make a 7.5 per cent profit," Mr. Amit notes. This year, 1971, Koor expects to produce goods valued at IL1,100m., an increase of about

25 per cent. It is hoped that the profit will be above six per cent.

The 7.5 per cent profit for 1970 would have been realized had not the "package deal" thrown calculation out of kilter. Wages rose out of proportion to expectations.

For example, if in 1967 Koor paid an average industrial wage of IL3.1, in 1968 this rose to IL3.41; and in 1969, to IL3.47. Thus, there was a 16 per cent increase in the 1967-69 period. But in 1970 it rose to (an estimated) IL4.1 an hour, or three times the increase for the preceding three years.

These figures do not include fringe and social benefits, which constitute a considerable sum in themselves.

Question: What is the main problem facing Koor?

Increasing exports. There has been progress from year to year. In 1968, exports totalled \$17.5m; in the following years they rose to \$24m, and \$30m. In 1971 they should reach \$50m., and in 1972, some \$72m. The main exports are

(Continued on Page 21)

On the 'science-based' bandwagon

AT the end of the present year, Koor will draw up a five-year plan for its science-based industries.

"By then, we will know where we stand, and where we intend to go," states Mr. David Golomb, Director of the Division of Science-Based Industries at Koor, and of its Division of Planning and Development.

Koor today has five science-based industries; they employ about 150 workers, and their turnover in 1971 will be about IL4.5m. No comparison is possible with 1970, since two of the companies are relatively new; the other three are only three years old, and although they have "gotten off the ground, they have not yet spread their wings or attained speed."

Sophistication

The philosophy behind the entrance into this field is varied, he explains. There was the consideration of what Israel would produce for export. The answer was highly sophisticated goods, which did not require large quantities of raw materials, or mass production methods. Israel cannot hope to compete with the world's giants. It had to compete in know-how.

"This gives us our definition of science-based industries," he says. "It is where Research and Development — the famous R and D — is a great part of the product, so that the added value

can be high, often as high as 90 per cent, although often it is in the 60 to 80 per cent range."

Israel is a country taking in new immigrants, and most of them are now coming from developed countries. They are university graduates and they want to find work in their respective fields.

"They are not coming to Israel to pitch manure in the cow barns," Mr. Golomb says. "They are demanding, and will demand, jobs for which they were trained."

"And since Koor is the largest industrial complex in Israel, and guided by considerations of national interest, we decided to get into the field."

It was Hevrat Ovdim — which runs Koor — which first entered the field three years ago, by setting up "Mofet," an abbreviation for "Industrial Research and Development" (*Mefkar upitnah Te-asit*).

Mofet in turn sponsored three companies, and when Koor itself decided to enter the field, one year ago, Hevrat Ovdim turned Mofet — and its three companies — over to Koor.

Today, Koor owns 51.5 per cent of Zion Fine Chemicals, with the rest, 48.5 per cent, belonging to Dr. Arye Galun. The second company is Orda, which produces teaching aids. Koor owns 76 per cent. The third is the Meeda Electronic Instrument companies, be-

longing jointly to Koor and a group of scientists.

Koor itself set up Tedeu, for technological development and automation, as well as for electronic instruments, servo-mechanisms, and strain gauges; the other company is "Koor Systems," founded only in September, 1970, which produces electronic and mechanic systems.

"The establishment of several more companies is now being discussed," Mr. Golomb says. He declines to give details, saying these are "commercial secrets."

'Cross-fertilization'

What role does his division play?

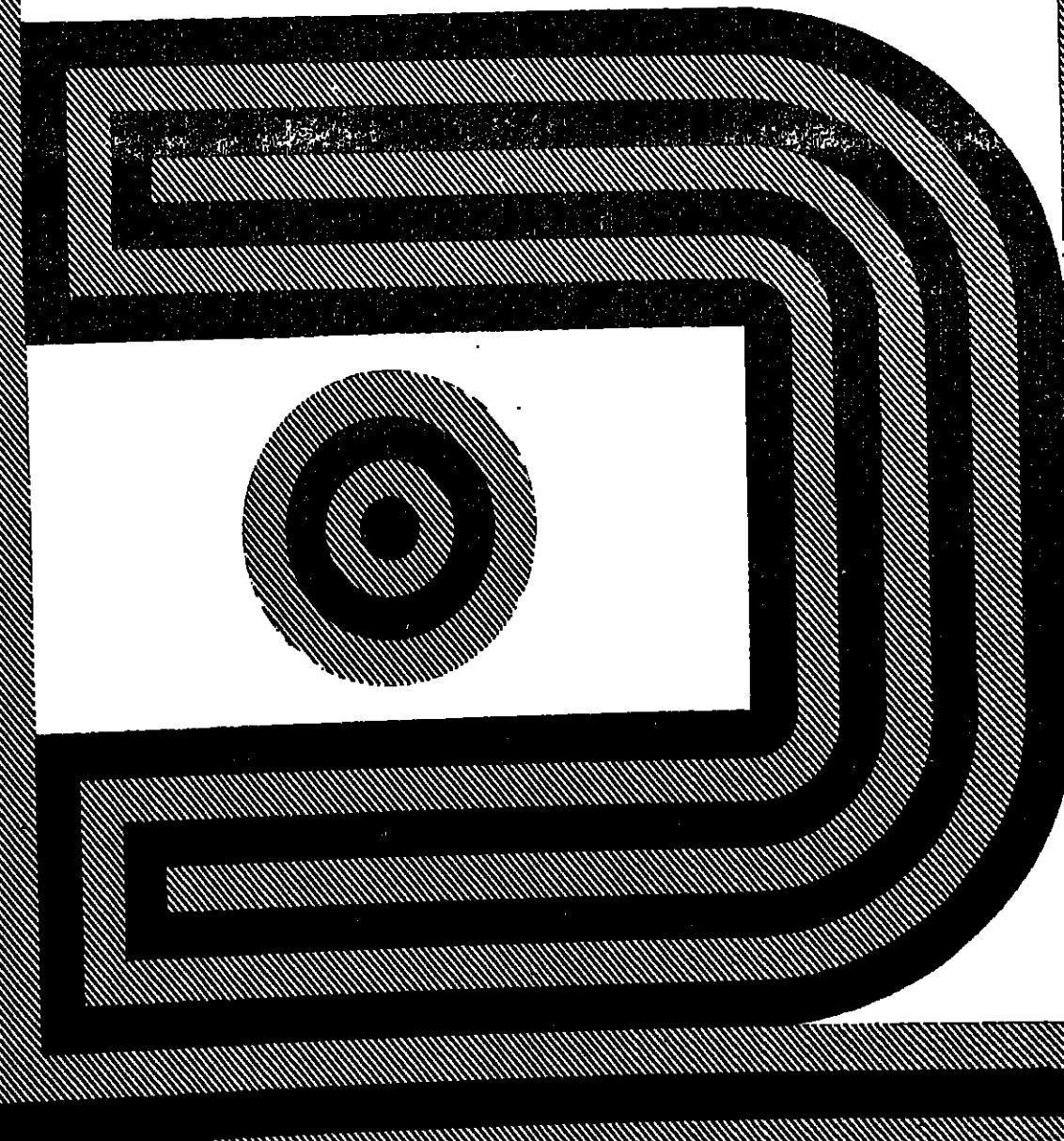
First of all, it will be an "address" for all scientists active in this field; it will discuss projects with these scientists, and have them meet others active in the field, as well as scientists not active in the field, in order to "cross-fertilize their thinking."

Secondly, the Division will act as a kind of evaluation forum, where ideas can be discussed and tested for their practicability. And finally, the Division will act as a link between the science-based industries and Koor itself.

Finding good ideas is only half the battle, Mr. Golomb notes; the other half is to sell them. Marketing is an important element, and again here, Israel must devise methods of competing with the world's giants.

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KOOR-1971

Koor, the largest industrial body in Israel, in 1971 is undertaking to meet a number of major challenges, some of which are specifically associated with the Concern itself and some of which relate directly to the general economic situation.

In addition to facing up to problems produced by time and specific periodic economic conditions in Israel, Koor is continuing its process of reorganization which began intensively in 1969. This is complicated by the fact that, at the same time, the concern must continue its multi-faceted economic activities, the extent of which may be realized from the following:

The Koor Group consists of 50 manufacturing plants (20 which it fully owns, and 30 joint companies in which Koor has 50 per cent control or more.)

The plants are engaged in the following production branches: basic metals, metal products, electricity and electronics, chemicals, cement, glass and plastics, rubber and plastics, science-based enterprises, paper and cardboard, food-stuffs, cosmetics and footwear.

These plants: Produce eight per cent of the total output of Israel's industry, amounting to IL800 million volume in 1970

Account for ten per cent of Israel's total industrial exports (excluding diamonds) — reaching \$31 million

Employ six per cent of the total industrial manpower of Israel — 44,500 workers.

These figures should be particularly impressive when it is recalled that Koor was founded in 1944, with two plants, Vulcan Foundries and Phoenix Glass, which employed 500 workers, with a turnover of half a million pounds (sterling).

Facts on the development of the Koor Group

	1968	1969	1970	1971 (estimated)
Sales per worker (in thousand IL)	44	51	58	70
Exports (in \$ million)	17	24	31	50
Profit from Turnover (before tax)	6.2%	7.9%	8.0%	8.0%
Investments (in million IL)	30	60	95	120
Number of workers (at end of year)	10,100	11,600	14,500	—

1969-1970 ACTIVITIES

The year 1969 serves as a turning point in the history of Koor with the selection of a new management composed on a functional basis. Extensive deliberations were conducted and conclusions reached based on past experience and testing of the concern's framework and methods of operation. As a result of these conclusions, a new policy was framed and put into effect which permits breakthroughs

to new avenues of accomplishment, and opens broad new horizons to Koor.

In 1969 record business activity was recorded in production, sales, investments and profits. All the losses of the recession years were also finally wiped out in this year.

The selection of new areas of development and expansion has necessitated changes in the basic "Products Basket" of Koor, to reduce the significance of its plants serving the traditional building supply branches, while expanding in more sophisticated production fields, such as electronics, chemicals, metal machining, science-based enterprises, etc.

One of the main problems in 1969 was inadequate means of production as the result of manpower shortages, and this problem continues to trouble Koor today.

The dynamic tempo of Koor activities of 1969 continued through 1970 though in the latter half of the year a somewhat negative shift was seen. Although the rate of production grew by 20%, and the number of employees by only 5 per cent, profits nevertheless dropped, as a result of wage increases, taxation policies and increased costs of financing and raw materials.

In 1970 some of Koor's outstanding activities included:

ABSORPTION OF THE PLANTS OF HAMASHBIR LE'FAASSIYA

As a result of a decision by Hevrat Ovdin the plants that were owned by Hamashbir Le'Faassiya were transferred to the control of Koor. These factories were organized in a food division (six enterprises) and a footwear group (two enterprises). The addition of these plants increased Koor's annual turnover by about IL120 million and added manpower 1,400 persons to its manpower force.

ESTABLISHMENT OF DIVISIONS

In line with announced new policy industrial branch divisions were established and Koor factories organized within this framework. The first was Koor Metals including 9 plants, has launched its activities with considerable success. Two others, Glass & Ceramics and Chemicals have begun the organizational stages.

SCIENCE-BASED ENTERPRISES

Programs in regard to so-called "Brain Power" enterprises have begun to take shape. With the cooperation and partnership of scientists and engineers, five firms active in the areas of instrumentation, electronics, operational systems, chemicals etc. have thus far been organized in the framework of the Science Based division.

MANAGEMENT POLICY

After thorough examination of its operational methods the Koor Group is in the process of reorganization whereby direct management and plant operation is passing into the hands of the Division heads. With the establishment and operation of the Divisions, Koor's headquarters' management will be freed from operational concerns with the various plants, in order to concentrate on three major subjects:

- 1) Medium and long-range planning and development;
- 2) Continuous testing and control of Divisional activities;
- 3) Providing centralized services to the various plants. Due to the size of the Koor group these services are advanced and sophisticated.

The Divisions themselves concentrate on their areas of specialization. They conduct and control operations with the aim of raising standards of plant management.

Koor provides the plants with:

- Two-way exploitation of the means of production;
- Transfer of technological know-how;
- Coordination in the joint operation of marketing channels and other service functions.

EXECUTING THE PROGRAM

In 1969 the specific program goals were determined as the doubling of production and tripling exports by 1974, to reach a sales volume of IL1.5 billion of which \$100 million will be in exports. In this framework, Koor plans for 1971 are based on sales of IL1.1 billion, \$50 million of this in exports.

MARKETING

In the context of reorganization, considerable attention has been accorded to the subject of marketing with full understanding that the future of the production network depends on effective marketing. From a system of distribution which was a result of economic circumstances in Israel's early industrial development, Koor has adopted a new policy of aggressive marketing, based on an ever-growing modern sales organizational set up.

Among the main factors in marketing is Koor Foreign Trade which was

founded as the Group's effective arm for international commercial activity. This body includes ALIDA, the international trading company which was acquired by Koor in 1970. Established originally for activity in developing countries, ALIDA's network of branch offices also includes some in Europe and Latin America. ALIDA maintains offices in 20 countries serving as an effective organ for the marketing of Israeli products throughout the world.

ORGANIZATIONAL STRUCTURE

Koor is the main industrial arm of Hevrat Ovdin which controls the majority of its shares, assuring ownership and control to the Histadrut, General Federation of Labor. Hevrat Ovdin has named a 21-member board of directors for Koor Industries, which includes representatives of the public, of the workers and members of the working management. Chairman of the Board of Directors is Avigdor Bartel.

ACTIVE MANAGEMENT BOARD

Meir Amit, Managing Director; Meir Amit, Head, Marketing Division; Naphtali Ben-Zion, Head, Finance Division; David Cohen, Head, Planning & Development; Isar Haim, Head, Workers' Representative; Shalom Kohn, Head, Operations Division; Avraham Kohn, Head, Management Division.

DIVISION MANAGERS

Yeshayahu Gavish, Metals Division; Zvi Blum, Glass & Ceramics Division; David Cohen, Science-based Division; Benjamin Gili, Food Division; Zvi Zurr, Chemicals Division; Roma Plohr, Company Secretary.

In 1970 Koor expenditures included: Raw Materials 50%; Wages 20%; Amortization and Depreciation 10%; Interest Payments 10%; A wage increase of 10 per cent can cost Koor an additional \$2 million per year.

Advantages to the Workers Sector of the Economy

Koor represents a key element in the Workers Economy, controlled by the Histadrut. In this role it also fulfills national and public missions of the highest order. Koor, in fact, maintains a special presence in the Israeli economy, with no parallel in the extent and variety of its operations, and their industrial potential.

One of the principles of the Workers Sector of the economy, with Koor as its major factor, is to provide the profits of industrial enterprises to the workers. And the facts show, without a shadow of doubt, that Koor employees enjoy better conditions in comparison to workers in similar functions in other enterprises. This is expressed not only in salaries but also in preferable social conditions and opportunities for advancement and training.

Koor workers receive more advantageous conditions than others in terms of seniority rights, job stability and promotion, etc. Children of workers enjoy stipends and scholarships for their studies and professional training. An achievement of considerable importance is the beginning of worker participation in

plant profits. This is a plan, growing by leaps and bounds, which is now bearing fruit. Five thousand workers of 13 Koor plants will participate this year in profits amounting to approximately IL1.5 million.

Distribution of profits helps realize one of the main principles of Koor — profit to the worker and the plant. The profits of industry do not flow out of the economy but are reinvested in expansion and strengthening the Israeli economy, and increasing income of workers.

CONTRIBUTION TO THE NATIONAL ECONOMY

One of the characteristic trends of Koor during recent years is reflected in its dynamic expansion into new areas. Through its initiative several industrial branches have been launched in which, until now, Israeli enterprises had not entered. Koor today provides leadership in a number of essential industries: such as arms and ammunition, electric and electronics, chemicals, metals and others. Koor assumes responsibilities because of the special character of the Concern in the public economy

and due to the fact that, in various areas, it is desirable, even necessary, that an important public economic body operate in them. In many instances Koor actually fulfills the role of a major government economic entity, as an outstanding representative of the national economy. It stands at the service of the nation at all times, particularly in hours of the greatest economic and security needs.

Koor also stands as a barrier against various interests which represent unhealthy and unreliable business practice. It serves as a central pioneering body helping to develop and promote new industrial branches for the nation's benefit, sets high standards of business and industrial procedure, sponsors Israeli scientific specialists, and absorbs and trains young workers and new immigrants in modern competitive industry.

KOOR METAL WORKS Ltd. — HOLON

Metal Division of Koor Industries Ltd., was founded in July 1970, to include nine subsidiary companies and plants. Agan Metal Works; Vulcan's Engineering Works; Hamat Ltd. — Engineering & Construction Plant; Hamat — Manufacturers of Sanitary Fittings & Castings; Hamat — Steel, Wire & Mesh; Simat; Electrical Motors & Appliances Industry; Israel Cutlery Industries and Ramim Engineering Works. These plants employ 1,300 workers. Sales volume in 1970 — IL50 million. During 1969/70 IL15 million was invested in new equipment and expanded production facilities. Exports approached one million dollars in 1970. Estimate for 1971 is \$1.5 million. "Koor Metals" Holon Industrial Zone, P.O.B. 1944, Tel-Aviv. Tel.: (03) 849111.

AGAN METAL WORKS Ltd. — BAT YAM

Produces bathtubs, highway guard rails, revetments, shelters, steel liner plants, metal and plastic material ("Tilson") coating. Sales volume in 1970 — IL3.5 million. Estimate for 1971 — IL8.7 million. Number of employees — 30. "Agan" 43 Rehov Ha'avoda, Industrial Zone, Bat Yam. Tel.: (03) 866544.

VULCAN ENGINEERING WORKS (1956) Ltd. — HAIFA

An enterprise for steel construction and building projects, it manufactures iron construction elements and produces containers, steam boilers, oil and gas tanks, installations for the chemical industry, heat exchangers and cranes. Sales volume in 1970 — IL13 million. Estimate for 1971 — IL16.3 million. Number of employees — 375. "Vulcan Engineering" P.O.B. 10001, Haifa. Tel.: (04) 720082.

HAMAT Ltd. — ENGINEERING & CONSTRUCTION PLANT — HOLON

Production and erection of iron and steel constructions, fuel and water tanks, pipelines, various floor gratings and steel and tempering works. Sales volume in 1970 — IL10 million. Estimate for 1971 — 10.2 million. Number of employees — 200. "Hamat Construction" Holon Industrial Zone, P.O.B. 1944, Tel Aviv. Tel.: (03) 849111.

HAMAT Ltd. — MANUFACTURERS of SANITARY FITTINGS & CASTINGS — HOLON

Produces a complete line of sanitary fittings and non-ferrous castings. Sales volume in 1970 — IL10 million. Estimate for 1971 — IL14 million. Number of employees — 200. "Hamat Sanitary Fittings" Holon Industrial Zone, P.O.B. 1944, Tel Aviv. Tel.: (03) 849111.

HAMAT Ltd., STEEL, WIRE & MESH PLANT — HOLON

Produces and stretches steel wires, binding wires, interwoven wires and steel mesh. Sales volume in 1970 — IL4.9 million. Estimate for 1971 — IL5.2 million. Number of employees — 40. "Hamat Wire" Holon Industrial Zone, P.O.B. 1944, Tel Aviv. Tel.: (03) 849111.

SIMAT Ltd. — Holon

Produces guillotines, press brakes, rolls, electric trolleys, aircraft components manufactured by precision machining based on numerical control (NC), moulds for die castings, dies and tools, heat treatment. Sales volume in 1970 — IL3.5 million. Estimate for 1971 — IL6 million. Number of employees — 135. "Simat" Holon Industrial Zone, P.O.B. 1944, Tel Aviv. Tel.: (03) 849111.

ELECTRICAL MOTORS & APPLIANCES INDUSTRY Ltd. — RAMLA

Produces electric cage induction from 1/10 H.P. to 600 H.P. generators and alternators. Sales volume in 1970 — IL3 million. Estimate for 1971 — IL4.4 million. Number of employees — 115. "Ramla Motors" P.O.B. 7, Ramla. Tel.: (03) 961521. Tel Aviv, 5, Rehov Hahashmal. Tel.: (03) 611743.

ISRAEL CUTLERY INDUSTRIES Ltd. — DIMONA

Produces stainless steel cutlery. Moved to Dimona from Holon at the beginning of 1971. Sales volume in 1970 — IL1.2 million. Estimate for 1971 — IL2 million. Number of employees — 40. "Dimona Cutlery" P.O.B. 210, Dimona. Tel.: (057) 91440. Tel Aviv, 19 Rehov Zvulun. Tel.: (03) 822452.

RAMIM ENGINEERING WORKS Ltd. — KIRYAT SHMONEH

A diversified metalworking plant, Ramim produces bins for fruit packing houses, light constructions, fittings and a variety of metal products. Sales volume in 1970 — IL2 million. Estimate for 1971 — IL4 million. Number of employees — 58. "Ramim" P.O.B. 68, Kiryat Shmoneh. Tel.: (067) 40061.

KOOR CHEMICALS — BEERSHEBA

The Koor Chemicals Division was established at the end of 1970 to consolidate the various Koor plants in this field; Makhteshim, including 25 per cent of Bromide Compounds; Explosive Products; Agon and Microbiology.

Estimated sales volume of the division for 1971 — IL80.8 million.

Number of employees — 775.

"Koor Chemicals" P.O.B. 60, Beersheba. Tel.: (057) 71221.



MAKHTESHIM BEERSHEBA CHEMICAL WORKS Ltd. — BEERSHEBA

Israel's largest manufacturer of Plant Protection Chemicals. Manufactures and markets finished products, formulations and concentrates for processing by the users. In addition the plant produces industrial chemicals and various products such as chlorine, caustic soda and acids, plastic materials such as polyester resins and Tagt fruit coating emulsion.

Sales volume in 1970 — IL37.5 million. Estimate for 1971 — IL55 million. The scope of exports to 60 countries in 1970 was \$8 million, with \$7.8 million estimated for 1971. Number of employees — 530.

"Makhteshim Beer-Sheva" P.O.B. 60, Tel.: (057) 71221. Tel-Aviv office: 98 Derech Petah Tikva, P.O.B. 33096 Tel.: (03) 35832.

EXPLOSIVE INDUSTRIES Ltd. — ZICHRON YAAKOV

A plant for the production of explosives for the civilian market and the defense network.

Sales volume in 1970 — IL10 million. Estimate for 1971 — IL11.7 million.

Number of employees — 115.

Explosive Materials" P.O.B. 17, Zichron Yaakov. Tel.: (063) 9177.

AGAN CHEMICAL MANUFACTURERS Ltd. — TEL AVIV (ABU KABIR)

Israel's second largest plant for the production of pesticides. At the end of 1970, 50 per cent ownership was acquired by Koor in order to combine it with the production network of Makhteshim and the Koor Chemicals Division. Benefits from the amalgamation of the two plants will be reflected in production, development, market research for increased efficiency in gearing joint production for opening of widening overseas markets. The new plant facilities of Agan being built in Ashdod, will be utilized to save these purposes.

Estimated sales volume in 1971 — IL14.3 million; estimated exports — \$1.4 million.

Number of employees — 76.

MICROBIOLOGICAL ASSOCIATED Ltd. — JERUSALEM

This plant produces animal vaccines. Fifty per cent ownership in the company was recently acquired by Koor in order to amalgamate it within the Koor Chemicals Division.

Laboratory: Givat Shaul, Jerusalem. Tel.: (02) 528568.

Office: Tel Aviv, Hadar Daphna Building. Tel.: (03) 265782.



KOOR SCIENCE BASED ENTERPRISES Ltd. — TEL AVIV

This division is a fully owned subsidiary of Koor Industries Ltd. The company has been established in 1970 with the aim to plan, to erect and to operate enterprises based on advanced technology, incorporating the participation of Israeli and foreign scientists, engineers and investors. The company has founded or acquired five enterprises: Orda, Meeda, Koor Systems, Zion Chemical Products and Teden.

"Koor Science" 99 Rehov Ben Yehuda, Tel Aviv. P.O.B. 3035. Tel.: (03) 245241, (03) 200906.

ORDA INDUSTRIES (1969) Ltd. — REHOVOT

This company is engaged in developing and manufacturing audio-visual aids, teaching aids and educational games. The company's products list include overhead projectors, transparencies for the projectors, tapes for teaching languages, mathematical and physical dynamic models, educational games etc. Under development — "colour system for the blind".

Number of employees — 12.

"Orda" P.O.B. 1180, Rehovot. Tel.: (03) 953718.



MEEDA ELECTRONIC INDUSTRIES Ltd. — RAMAT GAN

Meeda is an instrumentation company with principal capabilities in electromechanics, electronics and fluids. The first products are a balloon-borne Radio Altimeter, measuring heights between 0.5 and 35 km., on 408 MHz; and a Thermal Diffusion Ice Nuclei Counter which measures ice nuclei concentrations, sampled by membrane filters.

Number of employees — 15.

"Meeda" 5 Rehov Zvi, Ramat Gan.

KOOR SYSTEMS, RESEARCH, DEVELOPMENT & ENGINEERING Ltd. — PETAH TIKVA

This company started its activities by establishing: (a) a Chemical Division for advanced multilayer and flexible printed circuits, and related techniques and products, (b) a Product Development Division for production of new instrumentation and systems to be used in the field of industrial control, automation, computation and process organization. Number of employees — 55.

"Koor Systems" P.O.B. 76, Petah Tikva. Tel.: (03) 908835-7.

ZION CHEMICALS Ltd. — YAVNE

This company is active in: development and manufacturing of fine organic compounds; production of rare organic chemicals for research laboratories; and research and development projects, under special contracts.

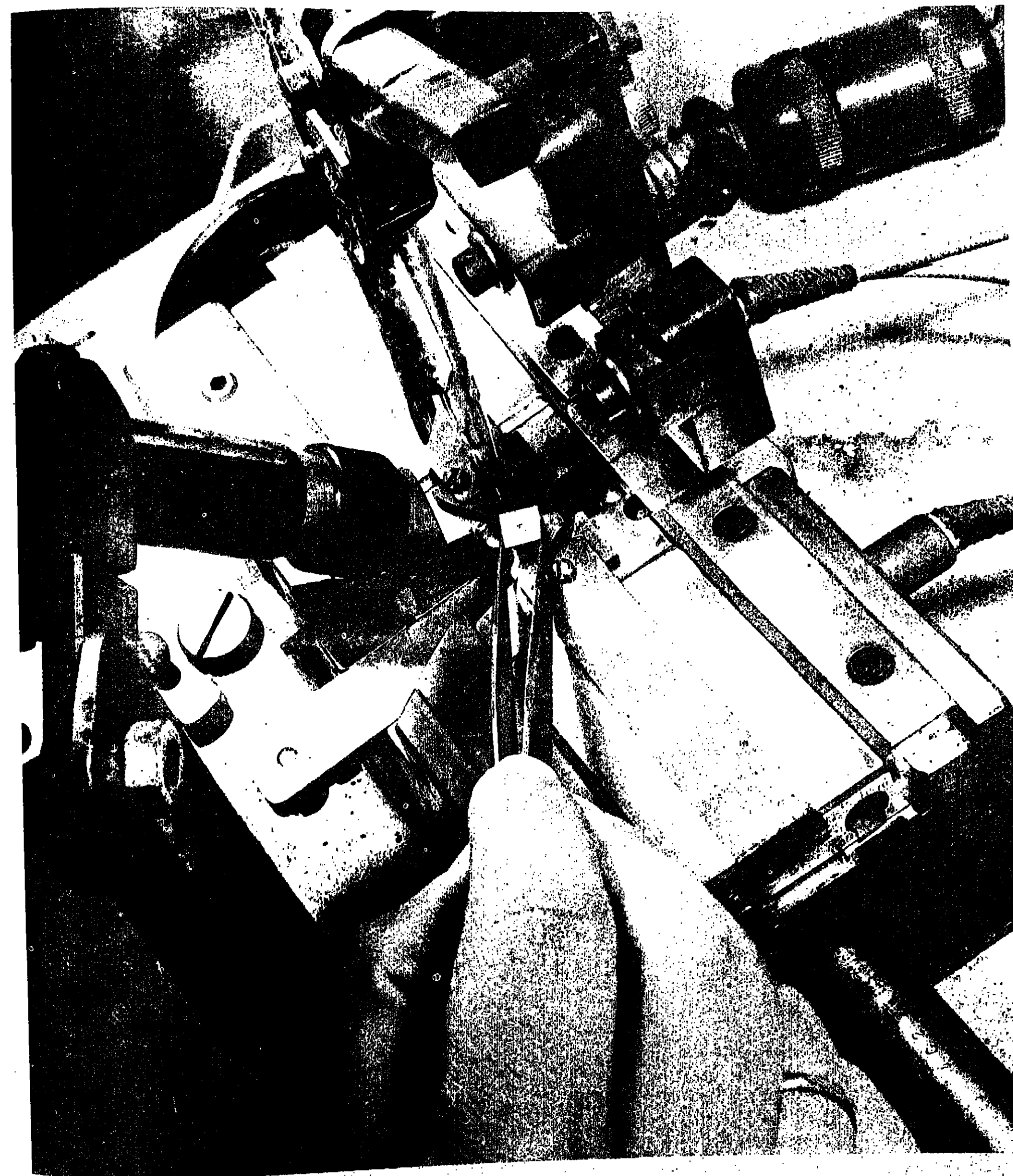
Number of employees — 30.

"Zion" Industrial Zone Yavne, P.O.B. 51. Tel.: (055) 95231-2.

TEDEA TECHNOLOGICAL DEVELOPMENT AND AUTOMATION Ltd. — Bnei Brak

This company specializes in the development and manufacturing of instruments and systems in the fields of: transducers, weighing systems (up to 60 tons), electromechanical serve mechanisms, electronic instrumentation and engineering services. Number of employees — 38.

"Tedes" 8 Rehov Hayarkon, Bnei Brak. Tel.: (03) 780180.



KOOR — FOOD AND CONSUMER PRODUCTS DIVISION

The Food and Consumer Products Division of Koor was established at the end of 1970 following the transfer to Koor of the plants of Hamashbir Hamerkazi leTassiss Ltd. Shemen Industries Ltd. is the roof organization of the food and consumer products industries and consumer goods industries and includes the following plants: Shemen, Helen Curtis, Mata, Flour Mills and Jerusalem Paper Products.
Sales volume in 1970 — IL105 million. Export in 1970 — \$2.5 million.
Number of employees — 900.



SHIMON ISRAEL OIL INDUSTRY Ltd. — HAIFA

Produces edible oils, toilet and laundry soaps, washing powders, detergents, cosmetics and toiletries.
Sales volume in 1970 — IL 68 million. Estimate for 1971 — IL 75.5 million. Number of employees — 535.
"Shimon" P.O.B. 136, Haifa. Tel.: (04) 64681.



HELEN CURTIS (ISRAEL) Ltd. — TEL AVIV

A plant for the production of fine cosmetic products, hair treatments products and the "King's" new line for men.
Sales volume in 1970 — IL2.7 million. Estimate for 1971 — IL3.8 million.
Number of employees — 58.
"Helen Curtis" 154 Derech Petah Tikva, Tel Aviv. P.O.B. 33040. Tel.: (03) 254433.



MATA FACTORY OF FOOD PRODUCTS Ltd. — HADERA

Mata produces margarine, cheeses, sandwich spreads etc.
Sales volume in 1970 — IL12 million. Estimate for 1971 — IL14.5 million.
Number of employees — 158.
"Mata" P.O.B. 180, Hadera. Tel.: (063) 3190.

THE HAMASHBIR FLOUR MILLS Ltd. — TEL AVIV & BEERSHEBA

Plants for the production of bran and semolina flours.
Combined sales volume of the two mills in 1970 — IL14.5 million.
Estimate for 1971 — IL15.5 million.
Number of employees — 60.
"Flour Mills" Beer-Sheva, P.O.B. 20. Tel. (057) 2041.
"Flour Mills" Jaffa, 25 Rehov Salame, Tel Aviv. Tel.: (03) 822517.



HAMASHBIR PAPER PRODUCTS Ltd. — JERUSALEM

This plant produces continuous paper, foil paper, and other paper products.
Sales volume in 1970 — IL4.2 million. Estimate for 1971 — IL5.7 million.
Number of employees — 130.
"Paper" Products" 6 Rehov Hashangad, Roomema, Jerusalem. Tel.: (02) 523102.

LEATHER AND PLASTICS

HAMGAPER Ltd. — HAIFA

Producers of Footwear: leather shoes — "Jaguar", safety shoes, working shoes & army boots; shoes with rubber & P.V.C. soles; slippers, casuals, sport shoes, sandals etc. orthopedic wooden sandals; battery containers.
Sales volume in 1970 — IL12 million. Estimate for 1971 — 14.2 million.
Number of employees — 350.
Hamgaper" P.O.B. 1335, Haifa. Tel.: (04) 725951.
Northern Sales Center: 13 Derech Haatzmaut, Haifa. Tel.: (04) 522198.
Tel Aviv Sales Center: 4 Rehov Hasharon, Tel Aviv. Tel.: (03) 32104.

JERUSALEM SHOES CORPORATION Ltd. — JERUSALEM

Producers of Leather Shoes with sole of leather, crepe, rubber and P.V.C. Shoes for men, youth and children; moccasins, "Tiger" & "Canon" Shoes; "Arava" walking shoes of fashionable leathers; working shoes, safety shoes, Gados and army shoes; leather sandals; women and children boots.
"Jerusalem Shoes" Industrial Zone Romema, Jerusalem. Tel.: (02) 522281.
Tel Aviv Sales Center: Rehov Nahlat Binyamin, Tel.: (03) 56897.



GAMID RUBBER PRODUCTS & PLASTIC Ltd. — NETANYA

Manufacturer of rubber hose (water and high pressure), regenerated rubber for tire manufacturers, self-vulcanizing rubber resins for construction projects, calendared goods (rubberized fabrics, rubber sheeting, etc.), battery boxes.
Sales volume in 1970 — IL5 million. Estimate for 1971 — IL10.8 million.
Number of employees — 140.
"Gamid" Netanya Industrial Zone, P.O.B. 117. Tel.: (068) 29201-2.
Tel Aviv, 5 Rehov Hahashmal, Tel.: (03) 615177.

SHALOM CHEMICAL INDUSTRIES Ltd. — KIRYAT GAT

This plant manufactures rubber and plastic products. Was acquired by "Koor" at the end of 1970.
Sales volume in 1970 — IL26.3 million.
Number of employees — 420.
"Shalom" Kiryat Gat. Tel Aviv office, 25 Rehov Nachmani. Tel.: (03) 611508.

KOOR GLASS AND CERAMICS — TEL AVIV

Koor Glass and Ceramics Division was established at the end of 1970 as a subsidiary of Koor for the operations of its several plants in this field: Israel Glass Works Phoenixia Ltd., the Israel Safety Glass Company; Phoenixia Containers, including its branch in Yeruham; Lapid and Harsa Hashn-Esh.
Sales volume in 1970 — IL39.5 million. Estimate for 1971 — IL46 million.
Number of employees — 1,200.

"Koor Glass and Ceramics" 91 Rehov Hahashmonaim, Tel Aviv. Tel.: (03) 268141.



PHOENICIA FLAT GLASS (HAIFA) Ltd. — HAIFA

Israel's largest plant for the production of sheet glass in various widths for building, and sandpaper. It is building a new factory in association with Glaverbel of Belgium.
Sales volume in 1970 — IL11 million. Estimate for 1971 — IL11.9 million.
Number of employees — 350.
"Phoenixia" P.O.B. 168, Haifa. Tel.: (04) 723456.



THE ISRAEL SAFETY GLASS CO. Ltd. — HAIFA

Producers of safety glass and tempered glass.
Sales volume in 1970 — IL2.5 million. Estimate for 1971 — IL2.7 million.
Number of employees — 30.
"Safety Glass" P.O.B. 192, Haifa. Tel.: (04) 723456.



PHOENICIA CONTAINERS (1970) Ltd. — HAIFA AND YERUHAM

Producers hollow glass bottles for drugs and cosmetics as well as large bottles and tubes. Production of glass containers for pharmaceuticals, penicillin packaging and cosmetics is concentrated at the branch plant in Yeruham.
Sales volume in 1970 — IL10.5 million. Estimate for 1971 — IL12.4 million.
Number of employees — 300.
"Phoenixia" Containers P.O.B. 168, Haifa. Tel.: (04) 723201.
"Phoenixia" Yeruham P.O.B. 34, Yeruham. Tel.: (067) 95187.



LAPID CERAMIC WORKS Ltd. — JAFFA

A plant for the manufacturing of ceramic products: housewares, table settings, sanitaryware, tiles for floor and wall decorations and various artware gift items.
Sales volume in 1970 — IL3.2 million. Estimate for 1971 — IL3.4 million.
Number of employees — 125.
"Lapid" 11 Rehov Ellat, Jaffa. P.O.B. 8070. Tel.: (03) 56136.

ISRAEL CERAMIC WORKS "HARSA" Ltd. NEGEV "HASIN-ESH" (REFRACTORY) WORKS Ltd. — BEERSHEBA

Israel's major producer of sanitary ceramicware such as wash basins, toilet bowls, wall fittings, as well as silico-alumina bricks for industrial furnaces.
Sales volume in 1970 — IL12.7 million. Estimate for 1971 — IL15.7 million.
Number of employees — 370.
"Harsa Hashn-Esh" P.O.B. 30, Beer-Sheva. Tel.: (067) 2813.



PHOENICIA BRAND (Ph.B.) Ltd. — JERUSALEM

Another Koor glass enterprise, though not affiliated with the recently organized glass division. Phoenixia is the principal manufacturer in Israel of glass instruments for laboratory use, intended for the Ministry of Defence, research institutes, universities and various chemical industries (a joint venture with one of Europe's major glass instrument producers).
Sales volume in 1970 — IL1 million. Estimate for 1971 — IL1.2 million.
Number of employees — 58.
"Phoenixia" P.O.B. 580, Romema, Jerusalem. Tel.: (02) 526102.

MARKETING AND SERVICES

ALDA ISRAEL FOREIGN TRADE COMPANY Ltd. — TEL AVIV

This organization handles the export of Israel industrial and agricultural products throughout the world, particularly in developing countries of Africa and Asia. The company maintains a network of branches in: Ghana, Nigeria, The Ivory Coast, Congo, Ethiopia, Kenya, Uganda, Tanzania, Zambia, Iran, Singapore, Thailand, Hong Kong, Spain, Rumania, Austria, Germany, Greece, Canada, Australia, as well as special marketing units for pharmaceutical, agricultural and electronic products.
Alda markets the products of 300 manufacturers, mainly in building supplies, chemicals, fertilizers, pharmaceuticals, vehicles and tires, machinery and equipment for agriculture, electrical equipment, textile and paper products, citrus fruit and packaged foods.
Exports of these products in 1970 reached \$50 million, with the company's total volume for 1970 — IL260 million.
"Alda" 74 Derech Petah Tikva, P.O.B. 1514, Tel Aviv. Tel.: (03) 30861.

SOLCOOR INC. — NEW YORK

Registered in the U.S., it deals mainly with exports to North America, with centralized purchases on behalf of Koor enterprises, and in new financing. Solcoor has also established overseas commercial relations on behalf of other enterprises belonging to the Histadrut, General Federation of Labor.
Sales volume in 1970 — \$9.5 million. Number of employees — 20.
"Solcoor, New York" 416 Madison Avenue, New York, N.Y. 10017. Tel.: 212 (Plaza) 2-7840.

SOLCOOR, MARKETING AND PURCHASING CO. Ltd. — TEL AVIV.

Solcoor Marketing and Purchasing Co. Ltd. serves as the marketing agency in Israel for the sale of building materials and electric products (iron, pipes, sanitary fittings, ceramic equipment, glass etc.). In addition, several importing agencies function with the framework of Solcoor.
Sales volume in 1970 — IL200 million.
Number of employees — 180.
"Solcoor" Tel Aviv, 74 Derech Petah Tikva, P.O.B. 20144. Tel.: (03) 37724.
Haifa, Solal Boneh Square, Tel.: (04) 68601.
Jerusalem, 88 Rehov Yaffo. Tel.: (02) 26028; 26821.

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**TADIRAN, ISRAEL ELECTRONICS INDUSTRIES Ltd. — TEL AVIV**

Tadiran Ltd. operates seven plants and a Research and Development Laboratory. Its principal products include military communications systems and equipment, telephone exchanges, Civil and military switchboards and telephones, air conditioners, television sets, car radios, dry batteries, Nickel Cadmium and Silver Zinc accumulators, Semiconductors and Quartz Crystals.

Sales volume in 1970 — IL150 million. Estimate for 1971 — IL 245 million.

Export in 1970 — \$8 million. Estimate for 1971 — \$16 million.

Number of employees — 3050.

"Tadiran" 8 Derech Hashalom, Tel Aviv, P.O.B. 648. Tel.: (03) 267272.

**TELRAD, TELECOMMUNICATIONS & ELECTRONICS INDUSTRIES Ltd. — LOD**

Manufacturers of: telephone instruments, main exchanges for the Israeli telephone system, private automatic branch exchanges, as well as electronic control equipment for industrial purposes. The company has a branch in the development town of Maalot. Telrad has recently expanded by an acquisition of two plants, "Citor" and "Keren Electronics" and will substantially increase its production capacity.

Sales volume in 1970 — IL27 million. Estimate for 1971 — IL46 million.

Number of employees — 800.

"Telrad" P.O.B. 50, Lod. Tel.: (03) 862381.

KEREN ELECTRONICA Ltd. — ASHKELON

Manufacturer of: power supplies, transmitters, pH meters, measuring instruments and control equipment for the Communications Ministry and for industrial purposes. Acquired by Telrad in mid 1970.

Estimated sales volume for 1971 — IL3 million.

Number of employees — 80.

"Keren Electronics" Afidar Industrial Zone, Ashkelon. Tel.: (051) 4141.

CITOR INDUSTRIES Ltd. — HOLON

This plant produces electrical accessories such as industrial switches, domestic appliances, motor starters, circuit breakers and electrical control boards. Acquired by Telrad in July 1970.

Estimated sales volume for 1971 — IL5.7 million.

Number of employees — 115.

"Citor" P.O.B. 33, Holon. Tel.: (03) 849141.

**VULCAN BATTERY WORKS Ltd. — HAIFA**

Producer of starter batteries for the Ministry of Defence, local vehicle assembly plants, car importers and for replacement, as well as batteries for emergency lightings, telephone exchanges etc.

Sales volume in 1970 — IL6 million. Estimate for 1971 — IL7.6 million.

Number of employees — 110.

"Vulcan Batteries" Haifa, P.O.B. 318. Tel.: (04) 720016.

Marketing Department: Tel Aviv, 15 Rehov Yad Harutzim. Tel.: (03) 33902.

Haifa, 3 Allenby Rd. Tel.: (04) 520986.

**ELECTRIC PRODUCTS INDUSTRY "IZROM" Ltd. — JERUSALEM, HERZLIYA**

Two plants manufacture incandescent, fluorescent, and mercury vapour light bulbs.

Sales volume in 1970 — IL7 million. Estimate for 1971 — IL8.5 million.

Number of employees — 220.

"Izrom" P.O.B. 1414 Romema, Jerusalem. Tel.: (02) 526131.

Industrial Zone, Herzliya. Tel.: (03) 932959.

CEMENT

**NESHER CEMENT (HOLDINGS) Ltd. — TEL AVIV**

Tel Aviv, 3 Rehov Ahuzat Bayit, P.O.B. 29835, Tel.: (03) 52361-2.

Plants:

Israel Portland Cement Works "Nesher" Ltd., Haifa P.O.B. 1698. Tel.: (04) 221141.

Israel Portland Cement Works Nesher-Ramla Ltd., P.O.B. 5, Ramla. Tel.: (03) 961282-4.

A record production of 1,387 million tons cement was achieved in 1970, as compared to 1,312 million tons in 1969, and 1,100 million tons in 1968.

SHIMSHON PALESTINE PORTLAND CEMENT WORKS Ltd. (in planning) — HAR TUV

"Shimshon" was acquired by "Nesher" in mid 1970. The new factory is planned for a yearly production of 600,000 tons of cement, with an estimated investment of about IL80 million. The renewed plant will start operation at the beginning of 1973.

**YUVAL-GAD PIPE MANUFACTURING Ltd. — ASHKELON**

A plant for the production of concrete pipes and prefabricated structures, electricity poles and railroad sleepers.

Sales volume in 1970 — IL11 million. Estimate for 1971 — IL30 million.

Number of employees — 500.

"Yuval-Gad" P.O.B. 12, Ashkelon. Tel.: (051) 2135.

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MONDAY, MAY 17, 1971

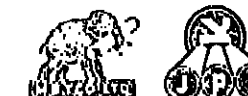
ISRAEL STEEL MILLS Ltd. — ACRE

The major plant of its kind in Israel, it produces roundiron, angles and rods for construction.

Sales volume in 1970 — IL63.6 million. Estimate for 1971 — IL81.5 million.

Number of employees — 615.

"Israel Steel Mills Ltd." P.O.B. 1708, Haifa. Tel.: (03) 714171.

**MIDDLE EAST TUBE CO. Ltd. — ACRE AND SUBSIDIARY JOINT PLANT INDUSTRIES Ltd. — RAMLA**

The plant at Acre produces steel pipes, seamless and welded, for industry, building and agriculture from 4" to 6" in diameter. The plant at Ramla produces large pipes from 4" to 48" in diameter. It also protects those pipes against corrosion by internal lining with concrete or asphalt and external asphaltic coating. The joint production of the plants covers about 80% of Israel's requirements in steel pipes and tubes.

Sales volume in 1970 — IL82 million, out of which \$3 million were exported. Estimate for 1971 — IL71 million, including \$3.5 million export. Number of employees — 760.

"Acre Tubes" P.O.B. 780, Haifa. Tel.: (04) 910487.

"Ramla Tubes" P.O.B. 62, Ramla. Tel.: (03) 961855.

**VULCAN FOUNDRIES Ltd. — HAIFA**

The largest foundry in Israel, equipped with the most advanced mechanized production systems, capable of turning out single castings from several grams to 15 tons. It also manufactures product lines on a mass production basis.

Principal products: Sanitary installations (bathtubs, pipes and fittings), industrial castings of cast iron up to 15 tons, steel castings up to 2.5 tons and non-ferrous castings, building equipment for chemical industries.

Sales volume in 1970 — IL17.5 million. Estimate for 1971 — IL22 million.

Number of employees — 590.

"Vulcan Foundries" P.O.B. 624, Haifa. Tel.: (04) 721304.

**THE CARMEL FORGE CO. Ltd. — TIRAT HACARMEL**

The only steel forging plant in Israel, it produces high grade forgings for defence purposes, pipe flanges, automotive parts etc. The plant has begun production of aluminum forgings for the aircraft industry.

Sales volume in 1970 — IL6 million. Estimate for 1971 — IL12 million.

Number of employees — 265.

"Carmel Forge" P.O.B. 30, Tirat Hacarmel. Tel.: (04) 539202.

**SOLTAM Ltd. — HAIFA**

This plant produces arms and ammunition, tractor chains and cylinder liners. It has a department for the manufacture of stainless steel cookware.

Sales volume in 1970 — IL66.5 million. Estimate for 1971 — IL84 million.

Number of employees — 1,225.

"Soltam" P.O.B. 1871, Haifa. Tel.: (04) 933151.

**MERKAVIM METAL WORKS Ltd. — PETAH TIKVA**

This plant produces bus bodies, pressure containers for gas, lighting poles and cabins for heavy vehicles and pick-up trucks. Following the construction of a new section in the plant last year, it now turns out approximately half of Israel's requirements for bus bodies.

Sales volume in 1970 — IL8.5 million. Estimate for 1971 — IL12 million.

Number of employees — 300.

"Merkavim" Petah Tikva Industrial Zone, P.O.B. 825, Tel Aviv. Tel.: (03) 913044.

**GAMDA-KOOR EXPORT Ltd. — KFAR HANASSI**

This plant produces toy cars for export in a partnership between Koor and Kibbutz Kfar Hanassi.

Sales volume in 1970 — IL1.2 million. Estimate for 1971 — IL2.6 million.

Number of employees — 75.

"Ganda-Koor" Kfar Hanassi. Tel.: (087) 37249.

"Ganda-Koor" Tel Aviv, P.O.B. 3035. Tel.: (03) 611961.

WOOD AND PAPER

**CARMEL CONTAINERS, CORRUGATED CARDBOARD INDUSTRIES Ltd. TIRAT HACARMEL**

A modern producer of corrugated cardboard sheets and containers and round containers for packaging, serving Israel's local market, citrus and other export industries.

Sales volume in 1970 — IL17 million. Estimate for 1971 — IL21 million.

Number of employees — 270.

"Carmel Containers" P.O.B. 860, Haifa. Tel.: (04) 589361.

**ASHKELON PLYWOOD Ltd. — ASHKELON**

Producer of plywood and other wood products, chipboard, blackboard and furniture components.

Sales volume in 1970 — IL20 million. Estimate for 1971 — IL24 million.

Export in 1970 — \$1.7 million. Estimate for 1971 — \$2.5 million.

Number of employees — 640.

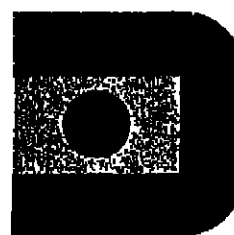
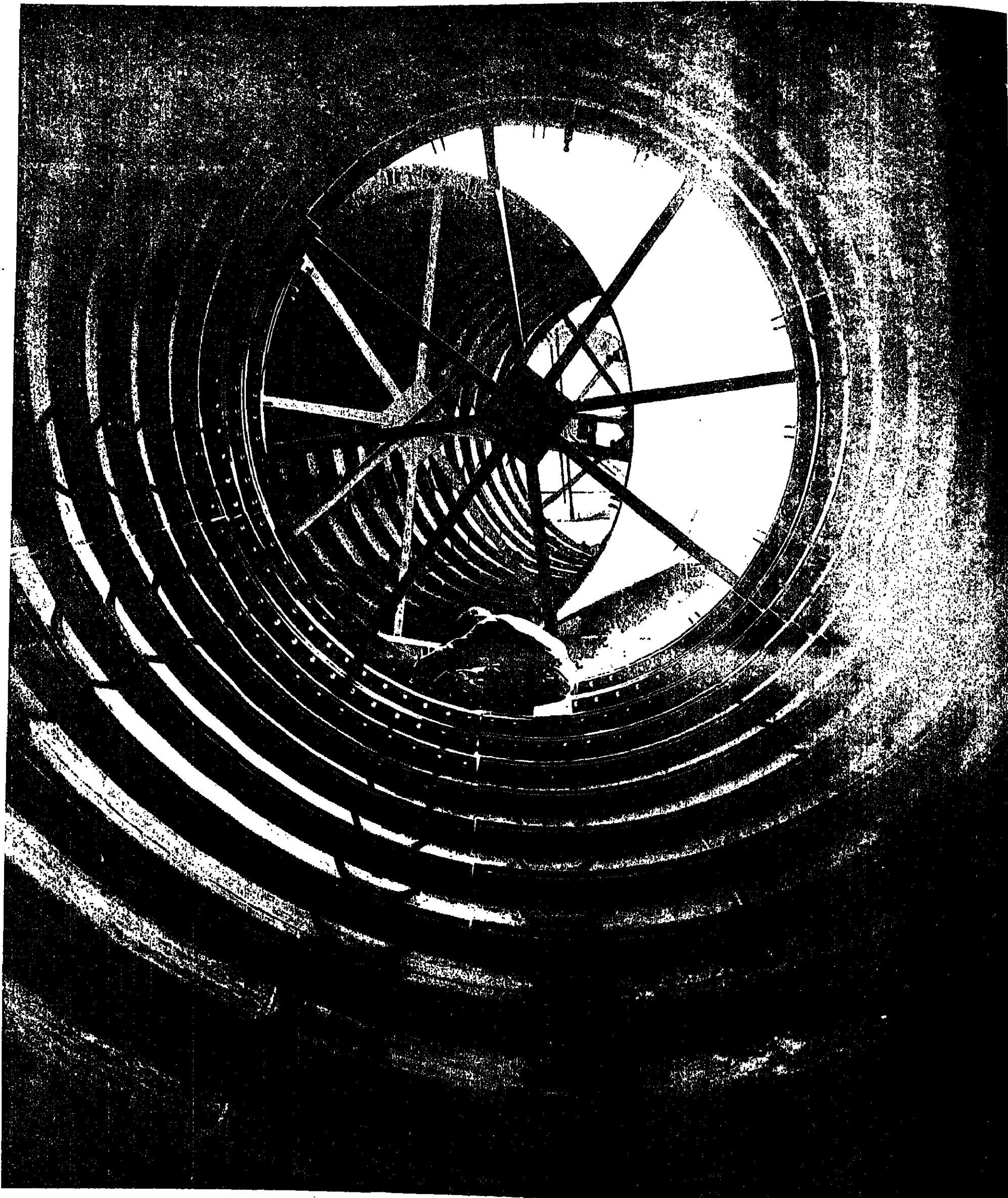
"Ashkelon Plywood" P.O.B. 84, Ashkelon. Tel.: (051) 2271.

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MONDAY, MAY 17, 1971

THE JERUSALEM POST — HISTADEUT JUBILEE SUPPLEMENT

PAGE TWENTY THREE



Scene in Tel Aviv's Carmel market, one of the metropolitan area's largest outlets for Tnuva agricultural products.



By ZEEV SCHUL,
Jerusalem Post Reporter

TEL AVIV. — Old timers may still remember with some nostalgia the days when it was almost one's patriotic duty to buy Tnuva products. This was part of the wider "Buy Tnuva, Buy Israel" campaign when the Yishuv dressed in Ma khaki shirts and shorts, and knee-length stockings by Tzitzit. Few recall the Tzitzit Hachadot, children, three smoking funnels. But the Tnuva trade mark — an interwined Hebrew "Taf" and Latin "T" — is still very much with us.

The original paper wrapping of Tnuva butter has given way to a more sophisticated foil but the size is still the same rather small slab, presumably to remind us of the days when the product was even more prohibitively priced than it is today and was a symbol of culinary luxury meted out only sparingly to children and sick people.

On the scene for the past four decades, Tnuva, the Histadrut-founded marketing outlet for the cooperative sector, is intertwined with the history of this country.

Tnuva milk cans turned out to be ideal arms caches. Every local underground command used them. Non-corrosive, air and moisture tight, they contained rifles, ammunition and hand grenades. They were difficult to locate and could easily be smuggled from one place to another in open daylight, stashed on the back of a truck amongst tens of other perfectly legitimate cans.

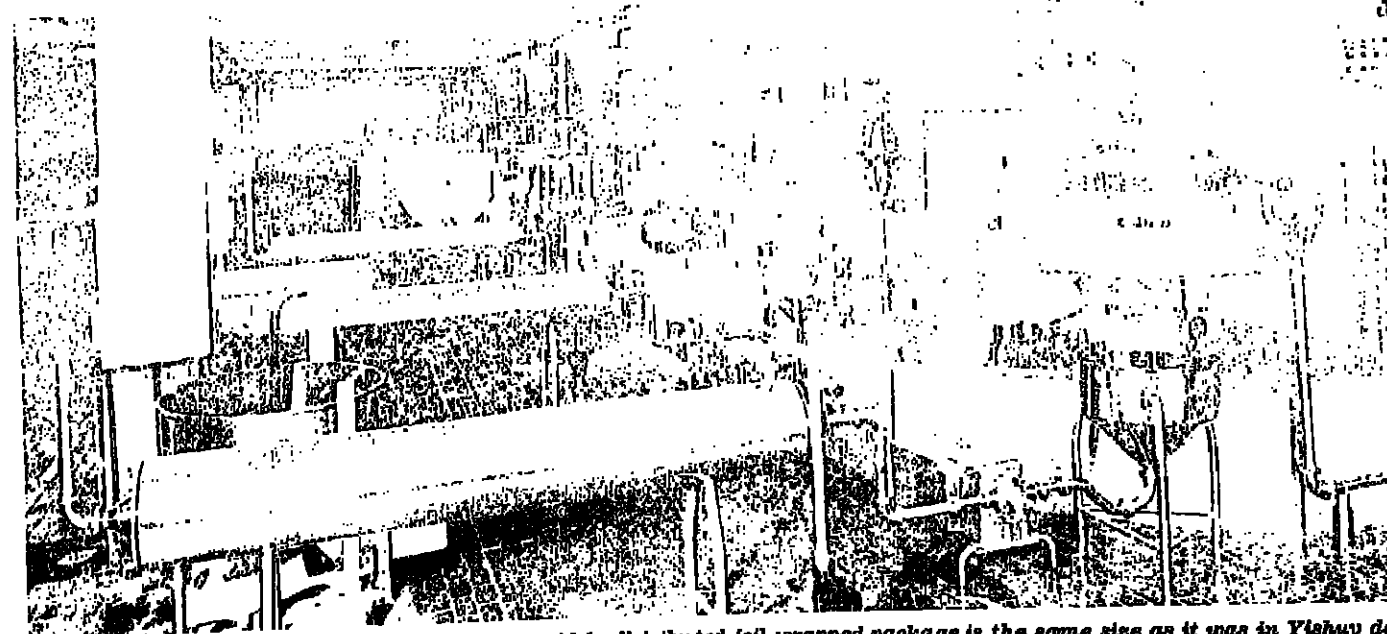
Present on convoys

Later the Tnuva emblem was to be present on every convoy — during the late thirties as during the War of Independence. The Tnuva section was the real heart of every convoy and likely as not there were arms and ammunition smuggled among the crates and cans.

Even during the post-Independence period Tnuva followed the army everywhere and its trucks were a favorite object for foreign as well as local photographers as late as the Sinai campaign when one of the first (commandeered) trucks to reach Sinai was — you guessed it — a Tnuva car.

Tnuva dairies were usually also the first choice of the Hagana for their operative headquarters. This was particularly true of the War of Independence when usually the most suitable buildings — massive, spacious and dominating the vicinity — were the Tnuva dairies.

Tnuva's familiar symbol has historic significance



Butter-making machines inside Tnuva plant. The widely-distributed foil-wrapped package is the same size as it was in Yishuv days.

But people don't talk much about the past at Merkaz Tnuva on 17 Rehov Yehuda Halevy in Tel Aviv. The future is the concern of the company executives, particularly of Mr. Yitzhak Landesman, 40, of Kibbutz Ayelet Hashar, who was recently appointed by representatives of the 494 settlement-shareholders, as Tnuva's general director.

A former director of the company's fruit marketing division and more recently secretary-general of his own kibbutz, Landesman intends to launch his now career by a five year plan to modernize the veteran establishment.

Tnuva now handles about 70 per cent of the total (Jewish settlement) output of fruit, vegetables, dairy and poultry of fruit, vegetables, dairy and poultry production. "We are trying to increase this percentage — in addition to the general production increases anticipated by us during the coming years," Mr. Landesman said. This production increase is estimated at 7-8 per cent during each of the coming five years. Turnover is expected to increase by some 10 per cent annually. From this I gathered that Tnuva was anticipating an annual average 2-3 per cent price increase.

Tnuva's handling charges range from 8-10 per cent of the wholesale price, depending on the commodity and quantities sold.

The open markets of Hattiva and Carmel are Tnuva's best customers in town, Mr. Landesman noted. The profit

margins there are low: a reasonable 25-30 per cent. Some people are still biased against these markets — believing them stocked largely with inferior West Bank produce. Actually these markets account for 60 to 70 per cent of Tnuva's total wholesale outlets in the Dan area and the produce sold is of an identical quality if not actually fresher than that sold elsewhere (and cheaper to boot).

Change in markup

The contrast in prices is particularly marked in comparison to the fashionable residential area greengrocers who mark their wares up by as much as 50 per cent. Supermarkets mark up by 40 — 45 per cent. He also confirmed that the supermarkets tend to "mis-handle" their fruit — i.e., by the time it meets the public eye — quite some time after it was harvested — it is frequently bruised and wilted looking and compares unfavorably to what is offered.

One of Tnuva's biggest and most immediate problems is the necessary replacement of the Tel Aviv dairy by a new establishment. The present installation, processing about 40 per cent of the country's total milk production, has become too small to cope with anticipated further increase in demand for dairy produce.

Commenting on the odds and ends found

in milk bottles — from a cockroach to bits of glass and various other sundries, Mr. Landesman said that some of the housewives were also to be blamed for this, not having cleaned out their bottles properly before returning them. Dried residual matter sticking to the bottles cannot always be removed by the bottle washing installations, he said. The final inspection of the cleaned bottles is done by humans. All that is needed is a momentary lack of concentration to enable a dirty bottle to continue down the line into the filling apparatus. Solutions to total hygiene and cleanliness would be found only when the bottling system was discarded altogether in favour of either nylon or paper packaging. Both these systems are, however, rejected by the Ministry of Health for the time being as unsuitable for house delivery.

Tnuva's latest membership count includes 1,000 Arab farmers from 27 villages. The total national membership is now some 49,000 farm units, contrasting nicely with the modest 5,500 staff members on the Company payroll (plus an additional 900 seasonal or temporary workers). The low overhead was one reason why Tnuva was often able to return excess handling charges to the farmers, in line with its non-profit making policies, Mr. Landesman concluded.

IN West Germany the political parties have been arguing about *Mitbestimmung* for a number of years and in France the workers marched in the streets in 1968 calling for participation. In Israel, the whole concept of workers-in-management has been institutionalized. The main difference is that the idea of taking workers from the factory benches to the Board room is in Israel restricted to Histadrut-owned enterprises — while in other countries the concept applies to all sectors of the economy.

For a number of years the scheme had been handled in a more or less haphazard fashion until in 1966, a special Department for Workers Participation in Management was formed at Histadrut Head Offices. Yehuda Yudin, Mapam's senior member of the Histadrut "Cabinet" was put in charge.

He explained that his reason for taking the job was "because I appreciated that without proper social reform in the Histadrut economy it has no point in existing — and indeed there would not be any justification in its survival. I was convinced — and I remain so to this day — that the Histadrut cannot remain both a trade union and employer at one and the same time, unless it changes in radical fashion the structure of its enterprises."

Mr. Yudin revealed that his conditions for taking on the job were: that the Histadrut as a whole would back his Department and its aims; that a work programme with clear cut powers would be adopted; and that workers would be co-opted onto Managements and not just onto the Boards of Directors. He also insisted that the participation would be in management, executive policies, and in profits. He also won agreement to his demand that his Department would be responsible only before the Histadrut Central Committee and the Histadrut Executive — the supreme policy-making bodies of the General Federation. Beforehand, he explained, the scheme was a division of the Secretariat Hadrat Ovdin, the Histadrut Holding Company which represents management.

Targets remain

Asked to sum up his work so far, Mr. Yudin concedes that he has not achieved all the targets he set for himself. However, there are now 17 joint Managements out of about 70 Histadrut companies where the scheme is applicable. He speaks of "consolidating the ideological and practical aspects of the joint Managements' operations. We have also adopted a code of regulations for the scheme."

He was pleased to report on an information campaign among workers, plus the publication of a theoretical publication. "It is called *'Dapet-Shituf'* and has aroused considerable interest, particularly in universities," Mr. Yudin also speaks of evolving special techniques of joint management operations by daily follow-up of the 17 joint Managements.

"Yes we have encountered a highly active opposition but we have also managed to crystallize nuclei of supporters... Objectively speaking, I do think that all the 70 industrial concerns could already live under a regime of joint Managements. We have not achieved all we want, but we have made marked progress all the same," Mr. Yudin said.

Clear decision

He went on to speak of his quarrel with Hadrat Ovdin Secretary Asher Yadin "and some of the executives" describing it as "very bitter indeed." Raising his voice: "I see no way of getting ahead without a clear cut Histadrut decision. All I can see is that some people in Hadrat Ovdin do not believe in workers' participation in management as we do — and do not regard it as a real purpose. They never wished to implement Histadrut policies as adopted by the Convention of 1966 when our Department was set up. At the same time, they realise they cannot dismiss the whole scheme and thus concluded that it was pre-

Giving the workers a role in managing

The Histadrut is a workers' organization, but until 1966 the problem of giving workers a role in management of the Labour Federation's enterprises was institutionalized under the direction of YEHUDA YUDIN, a senior Histadrut cabinet official. Here Dr. Yudin describes to MARK SEGAL the radical changes in the structure of the organization he envisions in order to allow the Histadrut to be a trade union and an employer at the same time.



Yehuda Yudin

ferable to put forward such proposals as would in fact render the idea without any real content. Our quarrel is now about: a) putting workers on the Boards and not on managements — everyone knows the difference between the two — their standing and powers, and b) in contradiction to our Department's policy they seek to break the link between participation in management and profit-sharing, and c) they want to hand over implementation of the scheme to the concerns' managements... Why do I regard these proposals as a blatant attempt to empty our ideas of all content? — because the only way it can work is if the workers have proper responsibility in managing their place of work. It will not come from offering them honours and seating them at Board tables where they will hear reports from managers on what they did and what they decided... I also think that workers have a lot to offer to the managements' discussions of concrete problems."

Concrete changes

Mr. Yudin believes that the aims of the scheme can be attained only when "we will put concrete social and economic challenges to the workers... Anyhow the idea of having workers sit among the directors has been tried out, and it failed."

He opposed separating sharing in profits and in responsibility — "After all, profit-sharing is like getting another bonus, which while increasing

the worker's wage packet does not alter his attitude to the factory. At best it holds that if workers consider themselves active partners in the enterprise, and they know it is profitable, the chances are good for a new attitude on their part," he stated. Mr. Yudin was against the scheme being implemented by management, believing it should come from below. "That way something might move in the workers' attitudes, and they might come to believe that the scheme is not just serving someone's purposes, and that's why a proper educational campaign must precede the effort."

Political overtones

Mr. Yudin speaks gloomily of deteriorating labour relations in Histadrut firms. He noted that a crisis ensued in 1966-67 with relations reaching a critical stage in the big Koor Industrial complex in 1969. The Mapam keyman trusted that the Histadrut would not have to face anything really serious in its own enterprises. He was ready to concede "the entire network of relations is unhealthy. I am ready to go even further — if they were entirely satisfactory, I would still persist in saying that the Histadrut cannot afford to make do with the same kind of relations as the private sector. By its very nature it must be better."

Had he felt any political overtones in relation to his work?

"When I assumed these duties," said Mr. Yudin, "I made clear that workers' participation in management was of importance to me as a person who has always believed in Israeli Socialism. The previous Histadrut Secretary-General, Mr. Aharon Becker, who proved himself a sincere supporter of the scheme, agreed with me when I said that the idea was not only that of Mapam but of the Histadrut as a whole. I insisted that all parties back us, and indeed all of them voted for our cause at Conventions and Council sessions."

It is regrettable, that behind the scenes, a number of managers of Histadrut concerns worked against our programme and have tried to block them... I would like to go on record in saying that while progress has been made in Sdeh Boker, the opposite is true for Koor Industries."

Ideologies of army men

Having heard reports of Mr. Yudin's clashes with Amit (res.) Meir Amit since the latter became General-Manager of Koor Industries, I asked him whether he opposed the choice of former army officers for top executive posts in Histadrut industry. His answer was: "I certainly do not oppose the appointment of former army men to key positions in the labour economy, as long as they identify with its ideology, and their integration into management should continue in a natural fashion."

However, in Zahal there are those who belong to the Labour Movement and there are those who belong to the right wing. As far as the implementation of the workers' participation scheme is concerned, I do not wish to say that I had much satisfaction from those in managerial positions in Koor before the ex-army officers joined the firm... What matters is their ideological approach. On the other hand, I am under the impression that former army men bring with them into civilian life, the kind of procedures they were accustomed to in Zahal, which are not always appropriate outside."

Mr. Yudin said the managers of Histadrut firms have it in their power to make the scheme fail, but they can also lead it to success. All told he summed up his experience in the 17 joint Managements as encouraging. "In those cases where managers extended a helping hand we achieved very good results and most important — productivity rose."

Before we parted, he related plans to extend the scheme to cooperatives and concerns owned by kibbutzim, as well as to such large public corporations as Mekorot.

KOOR:

(Continued from Page 11)

electronics, communications equipment, weapons, chemicals, insecticides, plywood, plumbing equipment of all kinds (iron-ware and ceramic), and some food.

"But," as Mr. Amit freely admits, "it is difficult to increase exports." Israel is geographically far from the markets; it is poor in raw materials, and in sources of power; the local market is small and there is no adjacent market (i.e., the Arab countries); and Israel is not affiliated with the Common Market.

"The main advantages we have are our know-how and our manpower." And the advantages gained by the low wages paid to the workers can be wiped out by excessive wage demands.

Price problems

If wages rise, it is possible to compensate for this by increasing the price of the product — on the local market. But when it comes to exports, it is impossible to increase the price. The price is fixed by competition, and if Israel's goods are priced out of the market, they are just not sold. And as noted, wages in Israel are rising.

But to put matters in their proper perspective, most Israelis would probably be surprised at the hourly wage of the Israeli worker compared to the Japanese. According to figures Mr. Amit produces, the average French worker earns 77 American cents an hour; the Japanese, 81 cents, and the Israeli, 84 cents. Moreover, in the U.K., the hourly wage is \$1.25 an hour, in West Germany it is \$1.30, and in the U.S., about \$3. Mr. Amit notes that these figures are two years old and that they do not include social benefits which are quite high in Israel. But nevertheless, if they destroy the myth of the Japanese working for a handful of rice, they help establish the fact that if Japan, a country also poor in natural resources, can sell throughout the world, so can Israel.

And moreover, if the Israeli worker is demanding more pay, he is in good company. Workers throughout the free world are doing the same.

But it should be noted that if the Israeli and the Japanese earn about the same amount, their efficiency varies greatly. The Japanese produces more, and consistently so. According to 1968/69 figures, the Japanese increased his productivity by 2.2 per cent; the Israeli, by 1.025 per cent. Thus, the Japanese has not only a head start, but he is also gaining.

However, the average industrial worker produced goods valued at IL45,000 in 1968; at IL50,000 in 1969 and at IL55,000 in 1970. Therefore, there is a steady increase of ten per cent each year; but again, much of this ten per cent increase is due to the introduction of more modern equipment.

What can be done to step up productivity? Mr. Amit believes that one of the first things is to reduce income tax on productive output. The worker who makes a supreme effort to turn out more goods — and fatten his pay packet in the process — finds that a goodly portion of his added income goes to the income tax authorities. Thus, that they don't care to work more than needed."

'French system'

In one plant, Koor introduced the "French system" three years ago. Under this system, if the cost of production was cut, the profits gained were split (according to a formula) between the workers and the plant. Production costs indeed came down — but the income tax authorities have refused (so far) to recognize the added income each worker should get as anything else other than straight income, which being marginal is highly taxed.

Nevertheless, Koor is going ahead with another plan, to allow the workers to take home part of the profits. This will apply to 14 companies which made profits in 1970; it will probably be extended to other companies which make profits.

The problem, of course, is how to pay the workers. If in cash — then most of it will go to tax. One proposal is to pay in bonds. The full tax will apply if they are cashed immediately; a much smaller, or perhaps no, tax if they are held for a specified time before being cashed.

"One thing is certain," Mr. Amit says. "And this is that those holding stocks — some shares of Koor companies are traded on the stock market — will not be deprived of any of their revenue on these stocks." He believes the opposite is true. For not only are the dividends for these stocks to be set aside before the profits are divided up between company and labour, but also, and most important, if the plan works successfully, productivity will increase, and so will profits, and everyone should benefit — company, worker and stockholder.

The above mentioned plan does not include the shares of the mother company — Koor. The dividend of the Koor shares for 1970 is now being discussed by the Board of Directors.

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The Challenge of Kibbutz Industries

Shlomo Stanger has been general manager of the Kibbutz Industry Association since October 1969. He is a member of Kibbutz Ma'ayan Zvi, near Zichron Ya'akov, which he joined when he came to this country, in 1935.

Mr. Stanger, born in Germany in 1913, has had a wealth of managerial experience: he was manager of Tnuva in Haifa and the north between 1947 and 1950, the difficult years during and after the creation of the State, when Tnuva played a central role in keeping up food supplies. Stanger has also been secretary of his kibbutz, Ma'ayan Zvi; a member of the board of Hevrat Ovdim, and has been active for many years in the economic field for Ihud Hakvutzot Vehakibbutzim.

Q: Would you describe the development and productivity of kibbutz industry?

A: For some years now, kibbutz industry has been developing faster than the average national growth rate for industry. In 1970 sales were up 25 per cent on the previous year, and it seems that the 1971 figures will be similar. This means that in the year 1970 we shall have an overall production of over IL500m. These figures relate only to those industrial concerns which are under the direct ownership of the kibbutz sector (134 kibbutzim and seven moshavim).

Q: What is behind this growth?

A: One vital reason is that the initiative for a new or expanded industrial enterprise always comes from below, i.e. from the kibbutz, and not from outside bodies — whether they be the movement to which the kibbutz is affiliated or others. The kibbutz itself came to the conclusion that it must add an industry to its economy. One-time ideological misgivings must give way to economic reality sooner or later.

Q: What are the motives which lead a kibbutz to make this decision?

A: A slow-down of growth in agriculture. Planned growth in this sector is 5 per cent a year; real growth in practice is less than that.

Manpower shifts

As a result of technological advances, agriculture in particular requires ever less manpower to achieve the same and higher production figures; and so redundancy is a major problem in the agricultural sector. Nor will this overall picture change substantially as exports of fresh and preserved agricultural products increase. It is no coincidence, of course, that in every country of a high technological standard, there is a steady decline in the percentage of manpower employed in agriculture. This process exists in Israel too, and obviously hits the kibbutz whose economy is based almost wholly on agriculture.

Again, the kibbutz must provide a new challenge for its sons and the Western immigrants it hopes to attract, and new skills for its hoversol.

Q: Why is there such diversification in kibbutz industry?

A: Since the needs of the various kibbutzim are varied, and those of each individual kibbutz can change over the years, it was impossible to create a master-plan setting out in advance an integrated kibbutz industry. Everything has, therefore, developed independently, without centralized guidance, and so we have today a large variety of kibbutz industries: food-stuffs, wood and furniture, metal, electrical engineering, plastics and rubber, textiles, chemicals and pharmaceuticals, building materials, musical instruments etc., etc. The same variety applies to the sizes of the concerns and their output — from five workers to 500, and from IL50,000 a year in sales to IL3m.

Q: Is there hired labour in kibbutz industry?

A: Yes indeed, there are 50 per cent hired workers in kibbutz factories. But this average figure is apt to mislead. Here is the break-down for 1970:

No hired labour	Total of hired workers
2-30 hired workers	58 plants 596
31-100 hired workers	20 plants 1149
101-500 hired workers	10 plants 2888
Total	160 plants 4688

These figures show that one-third

Kibbutzim must themselves discard ideological misgivings and decide to develop industries. This is for the good of the nation and the kibbutzim themselves, says Kibbutz Industries manager Shlomo Stanger in an interview with a special correspondent.

of the plants run solely on their own labour. In the second group, too, plants employing an average of 11 hired workers, the problem is not acute, particularly as in many cases the hired men are veteran workers whom no one would dream of dismissing even if there were a decision to employ only kibbutz members.

Q: What are your plans for development in the coming years?

A: The demographic outlook for kibbutzim and their need to widen

their economic bases leads me to predict that the energetic growth rate of kibbutz industry will continue in the next few years. From 5724 to 5729 production rose from IL221m. to some IL418m. — that is, it all but doubled in five years. At that rate of growth, and at 5729 prices, we should reach a production figure in 5733 (1972-3) of IL1,000m. Most of this growth comes from expansion of existing enterprises, although some 10 to 15 new concerns are opening each year, and the number is rising. The latest survey numbers 184 kibbutz factories, compared with 170 the year before. If enough interesting and suitable projects were mooted to kibbutzim, there is no doubt that the growth rate would be even faster.

Development plans for 1971 total IL68m. — IL52m. for expansion of existing plants and IL16m. for the establishment of 17 new plants. If previous years are anything to go by, then this year too the plan will be carried out in its entirety. Similar sums are due to be invested in 1972-3.

Q: What justification was there for setting up a subsidiaries fund?

A: I feel that we were fully justified in our demand that a fund of IL8m. be set up to supplement development loans given to kibbutzim by the Industrial Development Bank and the Otzar Haha'asaya.

Q: What is the export outlook for kibbutz industries?

A: So far, our exports have not been particularly impressive — some



Shlomo Stanger

IL21m. in 1969. But they are improving. The proportion of our products exported rose by 35 per cent between 1968 and 1969. In 1969, 77 of our plants were exporting, many of them for the first time, and we hope they will expand their efforts in this direction. We have 26 plants which are members of the IL100,000-plus exporters' club. These plants alone account for 85 per cent of the exports of kibbutz industries.

Consumers' Cooperatives go modern with supermarkets, department stores

WHEN Mr. Israel Shpan was asked, in 1932, to take over the running of the Consumers' Cooperative Union of the Histadrut, the annual turnover of the few shops which belonged to the Union was in the order of 3,000 Palestine pounds (Mandate pounds which were equivalent to pounds sterling). The number of employees in the five or six shops in moashavim and the first workers' suburbs was a grand total of 11. At the end of the 1970 financial year, the general turnover of the Consumers' Cooperative Union has reached IL300m., the number of employees in the Union is 4,000, spread out in 215 supermarkets from Kiryat Shmone in the north to Eilat in the south, and in 15 "Kol-Bo" stores of Hamashbir Latzarchan. By any reckoning, the 40-odd years since Mr. Shpan succeeded the late Ya'acov Apter at the helm, have been years of dynamic growth for the Union.

The General Manager of the Consumers' Cooperative Union, Mr. Israel Shpan, is a solid, broad-shouldered man in his sixties. On the wall of his spacious office in Hamashbir House in Tel Aviv hangs the coveted certificate of a qualified accountant, signed by the Mandatory Authorities and dated 1932 — the year he finished his accountancy studies in Belgium and came back to this country.

During his studies in Belgium, he met Ya'acov Apter — one of the first secretaries of the Histadrut — who was then embarking on the reorganization of Hamashbir (following its bankruptcy), and it was Apter who asked him to build up the Consumers' Cooperative. Shpan forsook the lucrative field of accountancy and took up the challenge of the Union.

Question: Mr. Shpan, what is the function of the Cooperative?

Shpan: The Cooperative has been and remains the foremost pioneer in modern marketing techniques. It was the Cooperative which introduced the most modern and most simple selling technique; the Cooperative played a great part in the marketing revolution which is changing the face of the economy today; and it rescued the consumer from his exclusive reliance on the private shop.

Change in appearance

Indeed (here Mr. Shpan shows noticeable satisfaction), there has also been a radical change in our outward



Israel Shpan

appearance, with the gradual disappearance of the small, intimate tzar-chantah which has given way to the big, luxurious supermarket, equipped with air-conditioning, refrigerators and deep-freezers, and all the "last words" in technological progress. Shelves laden with everything, wide gangways, and a rich selection of products. There is no doubt that new marketing methods and an improved service for the consumer have completely changed the shape of the cooperative movement, given it a dynamic, modern, forward-looking image.

The Consumers' Cooperative has always maintained — and this is its policy for the future too — its public character and the rights of its member shareholders to elect their representatives and to be themselves elected to the managerial organs of the associations.

Mr. Shpan feels that there is no substitute for this public character of the movement, for, as he says, the Consumers' Cooperative is a popular movement which was established and nurtured by pioneers with a developed sense of public spirit.

The Consumers' Cooperative Union today combines 26 cooperative associations, together with a number of collective projects.

Mr. Shpan explains that the aim of the Consumers' Cooperative is first and foremost to protect the interests of the consumer, and this is done through democratic means — the members of the association elect its management.

Food sales

The Cooperative's share of the food sector is about 20 per cent, although this is controlled by the Government's economic policy. Mr. Shpan proudly relates how the Cooperative withstood the test of difficult times and helped stabilize the market in the days before the Six Day War and in the days of wild price rises at the end of 1970, after the new defence taxes were imposed.

The Cooperative Union is now in the midst of a thorough overhaul. The reorganization started some years ago, with the change-over to the self-service system and supermarkets. This followed a rather static period in the fifties and early 'sixties.

Today the cooperative movement is faced with new challenges, and Mr. Shpan outlines the plans the movement has to meet them.

• the Cooperative's share of retail trade will be increased to 30 per cent.

• the administrative units will be streamlined into three or four areas: north, south, Jerusalem and the development areas.

• a purchasing centre will be established to serve the entire national network, and associations will have to undertake to buy products only from the purchasing centre — this should lead to considerable savings and reductions in prices.

• in 1971, 10 new supermarkets will be opened in various parts of the country, entailing an investment of IL12m.

• within five years, another 20 supermarkets will be opened.

• supervision will be intensified of the quality of food and other products sold. Scientists, vets, doctors and food technicians will be employed for this purpose.

• the distribution of shares to members will begin again. To date there are 150,000 share-holders, and it is assumed that thousands of other people will want to buy shares (at IL100 each) which yield two per cent of one's total purchases annually.

MEKOROT WATER CO. LTD.

Mekorot Water Co. Ltd. has expanded greatly since it was founded in 1937. Today, in addition to its role as Israel's principal water supplier, it is the largest contracting firm for the implementation of water works.

The company is organized in two executive divisions:—the Water Division, which deals with the supply of water, and the Development Division, which is responsible for the construction of water works. The company has three subsidiaries, referred to in brief in Hebrew as Mekorot Hayim, Shaham and Wered. Their full names in English are:

1. Water Resources Works Development Co. Ltd.
2. Electrical and Mechanical Services Ltd.
3. Water Resources (International) Development Ltd.

Mekorot Water Co. capital amounts to IL305m., including paid up share capital of IL108m. The principal shareholders are the Government of Israel, the Jewish National Fund (Keren Kayemet LeYisrael), Keren Hayesod—United Jewish Appeal and the General Co-operation Association (Hovrat Ovdim).

The value of the fixed assets operated by the Company, after deduction of depreciation, amounts to about IL954m., and includes assets in the value of IL508m. owned by the Government and operated under a trusteeship agreement.

The total capital turnover in Mekorot and its subsidiaries amounted to about IL300m. in 1969/70, IL100m. was involved in water supply operations and about IL80m. in water works development.

Mekorot and its subsidiaries employ 3,700 persons, including 2,800 directly employed by the parent company.

Water Supply

In the current year, Mekorot will supply an estimated 980 MCM (million cubic metres) of water at an expenditure of IL100m. This includes 180 MCM which will be injected underground for seasonal storage, and for making up past groundwater overdrafts. The remaining 780 MCM will be supplied to consumers—610 MCM for agricultural consumption and 170 MCM for domestic and industrial consumption.

For the purpose of water supply, the country is subdivided into four supply units. A fifth is the one represented by the National Water Carrier—the largest water undertaking carried out by the company.

The function of the National Carrier is to convey water surpluses from the north of the country to the south, and to combine the regional supply systems in the various parts of the country into one unified national network. (Mekorot has built 28 principal regional water schemes in the country). Most



The Zalmot reservoir— one of the eight reservoirs dug by Mekorot. The capacity of Mekorot reservoirs totals 17m. cu.m.

of the National Carrier system was constructed between 1960 and 1964, at a cost of IL416m., and covers a stretch of 130 kms. The conduit of the National Carrier runs from Lake Kinneret in the north to the Yarkon Springs in the central region, where it joins the Yarkon supply system. During the current year, the National Carrier will convey 365 MCM of water drawn from Lake Kinneret.

The four water supply units are each subdivided into sub-systems whose total number is 100. Every such sub-system represents a separate budgetary unit. The number of consumer bodies supplied by Mekorot is about 2,000. Some 75 per cent of these are agricultural consumers, who take over 80 per cent of the company's total supply.

The water rates collected by Mekorot from its clients are subject to Government control. Under the Water Law, the Minister of Agriculture has laid down rules for computing the water rates, and has also determined ceiling rates payable by consumers in the various regions of the country. To compensate the company for the rates collected below cost, an equalization fund has been instituted to make up the difference between cost and income.

In regions where the cost of water is below the ceiling rate, a surcharge is collected for the equalization fund to cover the losses in regions where the rate paid is below cost.

Under the water supply budget for 1970/71, the receipts from consumers will amount to about IL55m., including IL5m. collected from the Equalization Fund. The company will have to obtain a grant from the Equalization Fund in the amount of IL38m. to cover the difference between the income and the expenditure of its water supply service.

Water Works Development

The company's development budget for 1969/70 was about IL62m. For the execution of water development works, the company is organized into two

executive branches—North and South. Mekorot currently deals with the development of three categories of undertakings—projects owned by the Government and developed by Mekorot under a trusteeship, projects owned by Mekorot, and experimental projects, such as storm water interception, desalination by electrodialysis, etc.

Financing the investments in the undertakings comes from three sources—the Government, the water consumers, and Mekorot's own funds. In the current year the company will invest out of its own resources about IL8m. in its development works.

Government participation in the financing of Mekorot development projects is given under the following terms: one half of the amount is in the form of a loan granted for 30 years at 6 per cent annual interest, the capital and interest being repaid in 27 equal instalments, starting with the fourth year. The other half of the Government participation takes the form of a purchase of the company's ordinary shares at nominal value.

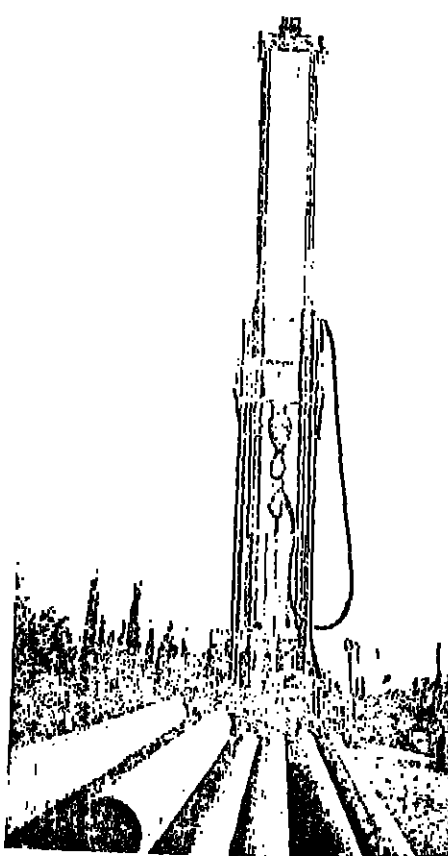
Mekorot Subsidiaries

The capital invested by Mekorot in its subsidiaries amounts to IL15m.

Mekorot Mayim (Water Resources Works Development Co. Ltd.). This subsidiary is engaged in heavy earthworks and well drilling and employs some 300 workers. Its estimated capital turnover in 1970/71 is about IL20m., which includes IL5m. worth of work for the parent company.

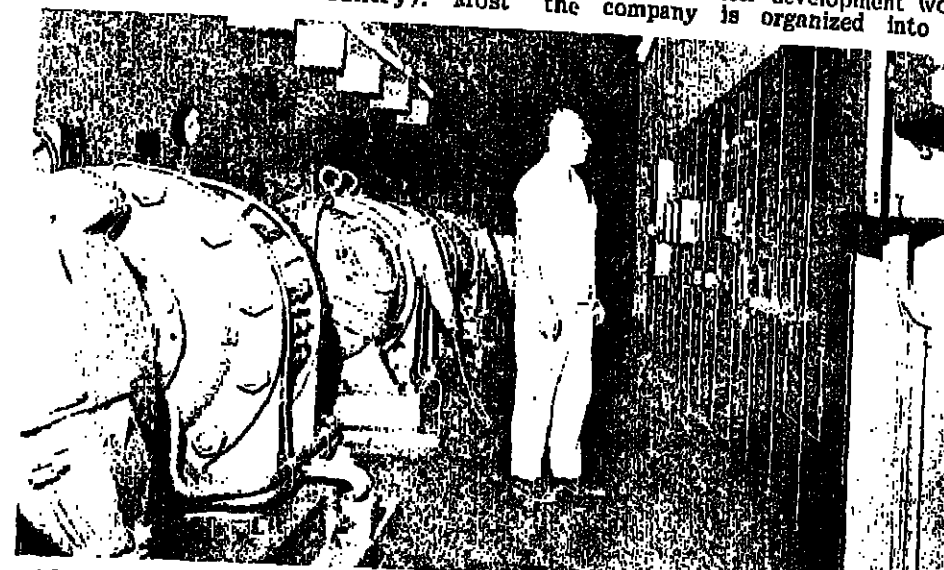
Shaham (Electrical and Mechanical Services Ltd.). This subsidiary specializes in electrical and mechanical installations in water works. It also conducts cloud seeding operations for rainmaking. The subsidiary employed some 450 workers and its estimated turnover in 1970/71 will reach IL18m., including work to the value of IL7m. for the parent company.

Wered (Water Resources (International) Development Ltd.). This sub-

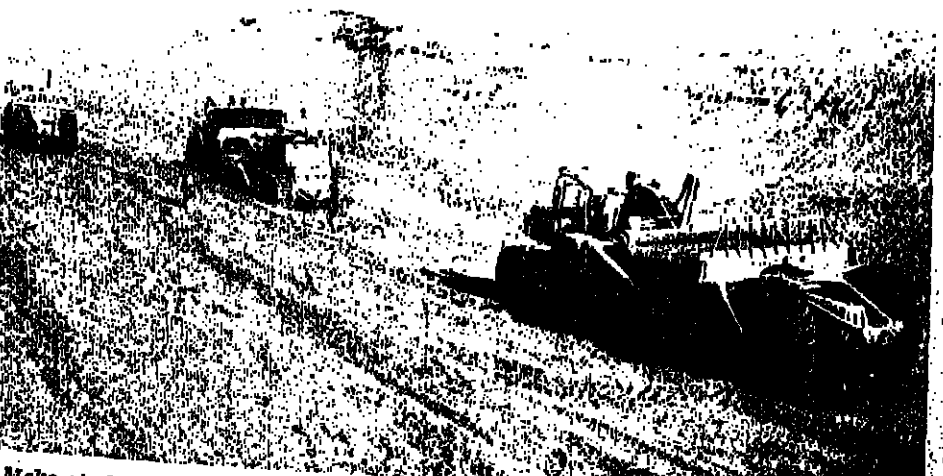


Since the end of the Six Day War Mekorot has been drilling wells all over the country. From Mt. Hermon to Sharm e-Sheikh, flow of the water is intended for new settlements.

siary is active in 8 overseas countries on three continents and is engaged on development works. The subsidiary employs some 15,000 workers, including 130 Israelis in administrative and professional functions. Its anticipated turnover in 1970/71 is about \$22m.



The water-supply system is monitored 24 hours a day. Mekorot plants will deliver this year over 1,000m. cu.m. of water, out of which 879m. will go to consumers.



Mekorot also builds projects such as roads, railroads, airfields, pipelines, bridges, dams etc. Above, a Mekorot team laying the Eilat-Sharm e-Sheikh road.

Presented as an advertisement by Mekorot Water Co., Ltd.

Maintaining good relations with the rest of the world

DURING 1970, the Histadrut doubled the number of its permanent representatives abroad from two to four. "We take our contacts with the world seriously," the young director of the International Department, Mr. Shmuel Bahat, says. Ever since it was established, the Histadrut had international solidarity close to its heart.

To keep International Labour informed about the special position Israel holds in the Middle East is an exacting job, Mr. Bahat says. It is also quite a performance to explain that the Histadrut, to which two-thirds of the population belong, is not merely a trade union. "We have the highest percentage of organized labour in the free world—80 per cent of the total labour force. How we have done it, and where do we aim, arouses questions from developing, as well as established democracies."

The International Department in the Histadrut is a modest establishment, perched on the sixth floor of the Histadrut building, tucked into a few rooms full of desks and heaps of printed material. "We are 17 people all told—but with one or two being abroad, and one or two doing reserves duty in the Army, we are rather understaffed," Mr. Bahat says.

The Histadrut, or its component bodies, belong to 35 international organizations—the biggest being the I.C.F.T.U. (International Confederation of Free Trade Unions) and I.C.A. (International Cooperative Alliance). The Histadrut represents the Israel workers on the I.L.O. (International Labour Organization), and its representative has been elected to its governing body.

Good relations exist with the World Confederation of Labour (formerly named the Christian Confederation). A Histadrut representative attended the Asian Regional Conference of the I.C.F.T.U. The Clerical Union of Israel is part of the F.I.E.T. (International Federation of Employees) and also of P.S.I. (The Public Services International). Israel takes part in I.T.F. (World Federation of Transport Workers); I.M.F. (I.F.A.L.P.A.—the union of civilian air pilots); and in F.E.A.—the Organization of Flight Engineers. The I.F.B.W.W. (International Federation of Building and Wood Workers) held its convention at the end of 1969 in Tel Aviv; the International Federation of Workers' Educational Associations plans to do so shortly.

Personal contacts

Personal contacts are a must in this job. Quite recently Secretary-General Yitzhak Ben-Aharon visited Denmark, Sweden and Norway, returning an official visit by Scandinavian trade unionists. Deputy Secretary-General Yehoram Meisel and other members of the Central Committee toured six countries in Latin America as guests of the trade unions there. A special goodwill mission went to Italy and France, in an effort to make the Israeli position clearer to their labour leaders. The Afro-Asian Institute sent a mission to six Latin American countries, while a member of the International Department is now on a goodwill mission in several West African states. Mr. Bahat himself visited Austria and Turkey last year.

There is hardly a week without some prominent personage arriving in Israel as a guest of the Histadrut. The British Friends of the Histadrut send a Study Mission every year. The German trade unionists are frequent guests. There were visits of Labour leaders of France and Italy, of Austria and of Sweden—the last in the row was a two-man delegation of SAKO, the Swedish organization of professionals. Steel workers from Chile; the secretary of the Trades Union federation of Argentina; delegates of the Union of Religious Workers in Africa; Vic Feather, the General-Secretary of the British T.U.C. The President of the Ceylon Workers Congress; and the General-Secretary of the European Federation of the World Confederation of Labour, Mr. Jean Kulakowski, were among the hundred or more guests of the Histadrut in the past 12 months.

The International Department publishes a bulletin on labour in Israel in four languages, which is sent to 17,000 addresses all over the world; and it maintains a press service of news and feature

The Histadrut International Department, headed by SHMUEL BAHAT, keeps up with the 35 international organizations to which the Labour Federation belongs, and handles the unending flow of Labour guests coming here.

articles in three languages, supplied to the editors of trade unionists and cooperative press in many countries. There are also a few pamphlets on certain aspects of the Histadrut life which are available in foreign languages.

Reacting to events

When something of importance happens abroad, the International Department is supposed to make the Histadrut reactions known. It may be a contribution to the victims of the earthquake in Peru, or condolences to the family of Tom Mboya in Kenya; or an expression of sympathy with the striking auto workers in the U.S.

The meaning of "help to the developing countries" has a wide range. First, there were the "classical" countries in Africa and Asia, fresh with their political inde-

pendence, but deeply immersed in millennial apathy to progress. It is for these new nations that the Afro-Asian Institute was formed, eleven years ago. Over 2,000 have graduated from courses in English and French, which normally last six months. It has also emerged that expert advice could be profitable to politically "old" countries, with problems unresolved for one reason or other. So, there is the Afro-Asian Institute for Labour and Cooperative Studies and a Centre for Labour and Cooperative Studies for Latin America, giving courses in Spanish. Lecturers of these institutes sometimes go to the countries concerned and give special courses on the spot. Candidates for study in both institutes usually benefit from scholarships provided by Israel or home governments, or, as very often is the case, by European and American Trade Union movements.



This African nurse is participating in one of the many programmes which bring people from developing lands to Israel. Outstanding among them is the Histadrut's Afro-Asian Institute in Haifa.

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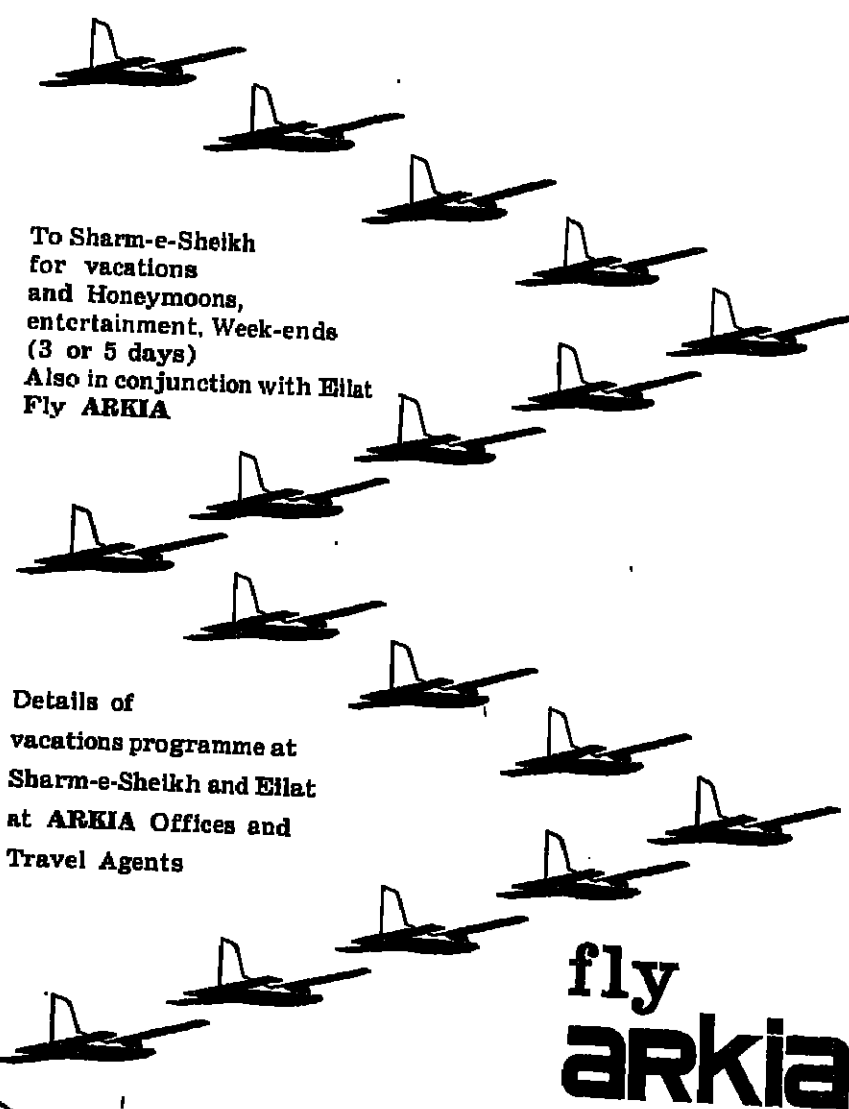
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	Izmel Ltd.	— Medical supplies and disposable syringes	— Ashkelon, Industrial Zone
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	Gatron Ltd.	— Printed circuits, loudspeakers	— Kiryat Gat, Industrial Zone
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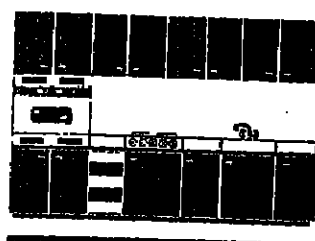
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ACTIVITIES -- INCOMING TOURISM:

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- * Scandinavia department.
- * German-speaking Countries department.
- * F.I.T. department for tourists coming individually to Israel.
- * Youth and Student department.
- * French department.
- * Latin-American department.

- * HISTOUR offices in Tel Aviv, Haifa and Jerusalem as travel companies:
- * Sale of air, sea and land travel tickets to all parts of the world.
- * Organized trips for Israelis.
- * General agents in Israel and abroad for the French resort village in Ashkelon.

HISTOUR was founded mainly with a view to providing tourists with good service at popular prices. It is run by a crew of 55 carefully trained and selected operators. It offers services throughout the country and cooperates with many foreign companies. It was awarded the "Outstanding Producer" certificate of distinction (minimum foreign-currency income \$1 million yearly) by the Ministry of Tourism.

HISTOUR is one of the few local companies to run a specialized service at Lod airport, providing local and foreign tourists with guidance, special facilities and last-minute arrangements.

The French resort village in Ashkelon was established a few years ago by HISTOUR and the Hotel Company of the Histadrut, with local and foreign funds. The village is under Israel-French management, most of its 200 rooms are taken during the peak season by tourists; Israelis can book places through HISTOUR in Tel Aviv, Jerusalem and Haifa. It offers a variety of sports and social entertainment.



Alice Anum of Ghana, one of the Hapoel Games brightest stars, breaks the tape in the women's 100 metres. At right, in fourth place, is Israel's Esther Shohamurov, while silver medalist Anita Neal of Great Britain is at centre.

THE GAMES: good return on investment

By GIDEON HOD
Jerusalem Post Sports Reporter

THE Ninth Hapoel Games, concluded earlier this month, represented a large investment by their organizers in cash -- about IL2m. -- and in time and effort. Happily, they got a healthy return on their investment in every sector except the financial one.

The games weren't expected to end up in the black, although good attendance at several events did create some unanticipated profits. The biggest money-maker (and incidentally, one of the highlights of the Games as well) was the soccer match between the English Wolverhampton Wanderers and the Israel National Team. Cost of staging the game was IL55,000; the game drew a packed house at Ramat Gan stadium, and gate receipts were a healthy IL132,000. The Israeli players put up a creditable showing before bowing to the Wolves (who finished high up in the English First Division standings) by 3-1.

The other events, which involved 800

foreign sportsmen from 24 countries and a like number of Israelis in 17 branches of competition held all over the country, produced some fine performances and some surprises. Probably the biggest upset was the defeat of Kenyan distance runner Kip Keino -- the best-known sportsman at the Games -- in the three events he entered. The Kenyan took home three silver medals -- losing the gold in the 1,500 metres to Ulf Hogberg of Sweden, the 3,000 metres (in which he holds the world record) to Johannes Mohammed of Ethiopia, and the 5,000 metres to Ethiopian Meirutz Heifer.

Another top athlete -- who did win a gold medal -- was American Charlie Greene, co-holder of the world 100-metres record at 9.9 seconds. Greene ran a creditable race, in the final time of 10.3 seconds, to take first place over Amadou Mette of the Ivory Coast. His sprint accomplishment was eclipsed by the great race in the women's 100 metres, won by Alice Anum of Ghana in the excellent time of 11.2 secs., just two-tenths of a second off the world record.

The African athletes, including Keino and his Ethiopian conquerors, gave especially strong performances, and served notice that they will be serious contenders in a wide range of events at the 1972 Olympics in Munich.

As expected, the swimming events were dominated by the Americans, who won every one of the 20 gold medals at stake and broke most Games records. Frank Hechl, the American star, won the 100-metres freestyle in the sparkling time of 53 seconds flat, best in the world in 1971.

Despite the Americans' fine performances, the swimming competition lacked some of the drama it deserved. Poor crowds at the Haifa and Yad Eliahu venues made the water sports seem commonplace; when Hechl swam his 100 metres, there were only 100 spectators at the poolside.

The Swedish table tennis team, one of the best in the world, also failed to get the attention it deserved. Only 75 people saw the Swedes win the final in Haifa.

The Israelis did well in team sports, and the three Israeli women stars -- Esther Shohamurov, Hanna Shezli and Aviva Balatz, proved that they are up to the best European standard in their events.

One hint to the organizers: next time, do something about keeping the crowd off the field and field competition, where several participants seemed disturbed by the interference. On the other hand, the Games proved that it is possible for every event to go off exactly on time.



American swimmers Jim McConelico and Mike Burton pose in pool after one of their team's 20 victories in events at Haifa's Bat Galim pool and Calet G8 in Yad Eliahu.



Girls gymnastic team from Malmo, Sweden, was one of the many groups of gymnasts that pleased crowds in main meet at Na'an and in closing ceremony at Jerusalem's Binyanei Ha'Ooma.

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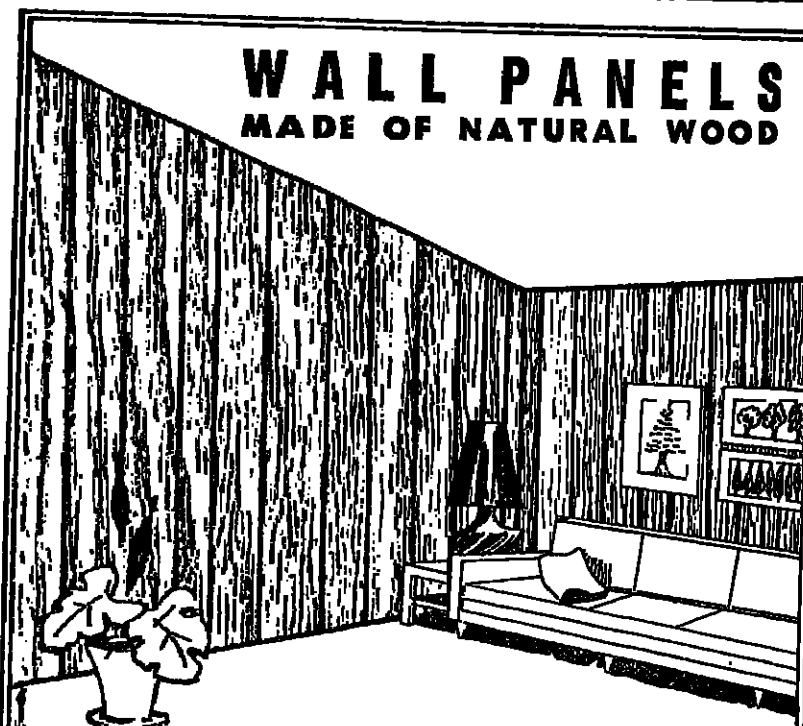
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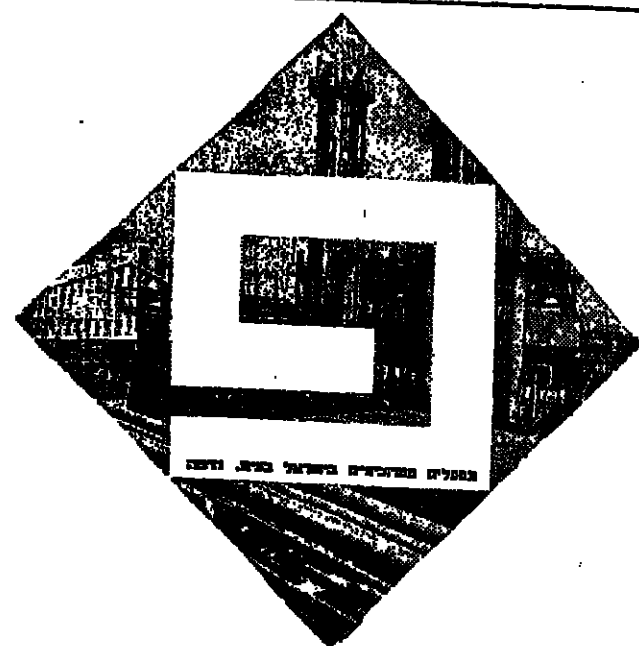


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HAPOEL

SPORT FOR EVERYONE

By EMMANUEL GIL, Hapoel Sports Director

SPORTS organization in Eretz Yisrael began during the years of the Second Aliya, early in this century. During the first years of the Yishuv — and through the first years of the newly-founded state — sports and physical education were not high on the list of public and institutional concern. More recently, however, there has been a decided improvement in the attention given by public opinion, public agencies and national institutions to physical fitness and sports.

Sports organizations sprouted in Israel as far back as 1906. In 1924, a small group of young workers founded Hapoel, with new goals. They did not seek to have "sport for its own sake," but saw it as an instrument for the health of the workers and the solidarity of the working class. Two years later, when Hapoel formed its national framework, it selected the slogan: "The health of the worker assures his triumph." One year later, in 1927, Hapoel became a member of the International Socialist Workers Sports Association, the S.A.S.T.

The desire for mass sports never interfered with the competitive drive, which is exhibited by Hapoel teams. In 1924, Tel Aviv Hapoel won the Eretz Yisrael national cup.

During the years before the establishment of the State, from the beginnings of Zionist settlement to the establishment of Israel, sports served as the ally and partner of the community in its organized struggle for settlement. Training the nation and its youth for this struggle included familiarity with every trail in the country, and the attainment of physical fitness through conditioning and defensive sports. In those years, being a member of Hapoel was synonymous with membership of the Haganah. Hapoel developed the concept of functional sports (cross-country running, marches, obstacle courses, etc.).

Hapoel has become a prime sports organization in Israel in 19 sports branches: track and field, wrestling, weight-lifting, judo, gymnastics, swimming and water polo, soccer, basketball, volleyball, handball, fencing, shooting, tennis and table tennis, cycling, sailing, rowing and chess. In all of these branches Hapoel participates in the programmes of the general sports organizations. It supplies many athletes for the national teams which take part in international championships, in the Asian Games and the Olympics.

But this is not the whole story. The tradition of applied sports has taken shape and form in a series of regular activities — marches, cross-country runs, long-distance swimming events in the Mediterranean, the Kinneret and the Gulf of Eilat and similar events, in which participation is stressed, rather than victory. This popular sports programme, in all its variegated forms, takes in tens of thousands of individuals of all ages and walks of life. The major events are the mass crossing of the Kinneret (a 4.5-kilometre swimming

stretch; in 1968 the number of participants reached 10,000); Hapoel also conducts a competitive crossing of the full width of the Kinneret — 10 kilometres — in which outstanding Israeli and foreign swimmers take part. There is also the "Round-the-Tabor" run in 10-kilometre mass circling — 4,000 participants — of Mount Tabor; here, too, there is a competitive race around the Tabor, in which Olympic champions such as Mamo Volde of Ethiopia and Naftali Temo of Kenya have taken part.

In 1970, the mass Hapoel events drew just 1,000 participants short of the 100,000 mark.

A Hapoel activity of a totally different kind is the programme designed for working locales: contests and tournaments of all kinds for industrial employees, for workers in institutions and offices, as well as for working women and housewives, who are organized in groups for physical fitness and recrea-

tional gymnastics.

In the cities, Arab athletes are members of Hapoel, while in the Arab villages Hapoel has set up a large number of tennis (particularly soccer) which are part of the overall sports framework of Israeli sports. Hapoel even includes a soccer team of Neguv Beduin.

Hapoel convened its members for their first gathering back in 1928, and ever since it has been bringing them together in mass conclaves, to evaluate the in-between period and to demonstrate its achievements. Hapoel has been participating in labour sports gatherings since 1931 (the Labour Olympics in Vienna). Since 1961 the Hapoel Games have been set for once in every five years — an international festival in which the participants are athletes from labour's ranks, as well as the most outstanding international sports figures from Europe, America, Asia, Australia and Africa.



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Private doctors and the national health

Jerusalem Post Reporter

REGISTRATION for Kupat Holim's "private doctor system" will end on May 31; patients will actually begin to be received in the beginning of June.

The "private doctor system" has been discussed for years in Kupat Holim. And when Mr. Moshe Soroka, Director-General of the organization, first suggested it many years ago, it aroused a storm of protest, criticism and argument. The main objection was that it was a "retreat" from Socialism. The main counter-argument was that "giving the best health facilities to Kupat Holim members took precedence over all other considerations." Today, there is little discussion about the pros and cons of the new system; the argument has left the ideological basis and descended to the practical.

What are the advantages of the system?

Primarily, the 200 doctors who have enrolled will fix their own office hours; secondly, they will receive in their offices in their homes (as a rule). Since most of the doctors work a full-day elsewhere — and since most of the patients do also, the doctor will receive patients at what today may be considered "odd hours" — early in the morning before the day's work begins; during the lunch-hour break; during the evening hours. Thus, a patient with a trifling ailment, which does not necessitate treatment, will no longer be forced to lose a day's work.

But the system has its disadvantages. If the patient needs an X-ray, if he needs laboratory tests, if he needs pharmaceuticals, he will have to go to the clinic anyway.

Another disadvantage is that the doctor will not work in close harmony with his colleagues, and will not be able to consult with them on difficult cases.

The majority of the 200 doctors who have signed up are general practitioners; the main specialists are pediatricians and gynaecologists.

Each doctor is expected to accept a minimum of about 300 patients. In all, some 45,000 members are expected to leave the clinic system for the "private doctor system." Members will continue, as before, to pay their dues to the Histadrut, and the Histadrut will reimburse the doctors according to a set scale.

Patients can change their doctors every three months; and if a doctor gets stuck with a hypochondriac, or if he finds the patient "unsympathetic," he can refuse to enroll him for a second three-month period.

SOME opponents of the proposal to nationalize the nation's health services — now being formulated by the government — have said that the plan is aimed at "reducing the Health Ministry to the position of a branch of the Histadrut's Kupat Holim." This, says Mr. Soroka, is not true — the proposed law would promote free competition, and might even cause some Histadrut members to join other sick funds.

But, Mr. Soroka charged in a recent speech, the smaller Sick Funds — who have not built major hospitals — are probably afraid that the new law would force them to change over from "insurance companies" to "real medical institutions."

In Kupat Holim circles, Mr. Soroka — who has been active in Kupat Holim almost since its inception half a century ago — is called "the real Minister of Health." The Histadrut's Kupat Holim encompasses two-thirds of Israel's population.

In the immediate future, Mr. Soroka feels that the introduction of a national health service "will not ease the pressure on the country's medical services," at least in the foreseeable future. He expects "even some deterioration" in the health services.

"I am not referring to problems arising out of the transitional period, when the Sick Funds turn over their authority to the Government; I'm talking about the fact that the Government has not shown any great efficiency in running its public services — witness the post office, the telephone service and the customs."

What are the disadvantages of the system?

In 1949, the Government had 702 hospital beds; today, it has 3,959 — a growth of 461 per cent. Kupat Holim, which had 388 beds in 1949, now has 2,804 — a growth of 622 per cent. Moreover, many of the Government "beds" are in scattered pavilions, such as in Tel Hashomer and Assaf Harohel. These should be rebuilt into regular hospitals, such as Kupat Holim's Bellinson, Meir, Sharon, Beersheba, Afula, etc.

"The facts are these: The standards of convenience and conditions are much higher in Kupat Holim hospitals than in Government ones. It is inevitable that most monies used to build hospitals will be diverted to improve the standards of Government hospitals — thus Kupat Holim hospitals will catch up with us," said Mr. Soroka.

Budget problem

But a worse shortcoming, he felt, is the fact that the proposed National Health Service will draw its budget from the Government. It will not be a semi-autonomous organization, such as the National Insurance Institute. "Therefore, the National Health Service will be subject to various political influences; it will be used as a tool in the political game of the parties jockeying for position and influence. If the Government faces great financial demands and drains on its resources from other quarters such as security or absorption, it will not think twice about diverting funds, earmarked to build a hospital or a network of clinics, to these purposes."

Mr. Soroka took the British system as an example. He said that after the introduction of free national health services began to deteriorate, and today in Britain "there is a definite trend back to private doctors and personalized help, and away from the crowded hospitals and waiting rooms where health measures are handed out on an assembly-line basis."

Mr. Soroka returns to his own proposal, which he has been advocating for years: the establishment of a semi-autonomous national health service, free in so far as possible, from all political influences. It will collect its own contributions — as does the National Insurance Institute. Few persons would object to paying this tax, for they will see it "not as a tax, but as an insurance premium. Such a semi-autonomous national health service, which would be run by a public council, would absorb all the existing Sick Funds and form one nationwide network."

Mr. Soroka believes that the Histadrut, by separating its health services from its other duties, would be able to free itself for a wider field of action. "The introduction of a national health service under direct Government control is only a half-way step towards a true national health service," concludes Mr. Soroka.

MR. MOSHE SOROKA



Striking Ashdod port workers block entrance to the port, in one of numerous strikes which periodically slow or halt sea traffic there.

Lack of flexibility increases strike problems in public sector

By MARK SEGAL

Jerusalem Post Reporter

THE head of the Histadrut Trade Union Department, Mr. Uriel Abrahamowitz, appears to belong to that happy tribe of men who are by nature optimists, and he spoke in this strain when discussing the state of labour relations.

I wanted to know whether there was indeed a clearly-defined trade union policy, or was the impression true that the Histadrut was pushing a patchwork of decisions aimed at keeping the workers quiet?

Mr. Abrahamowitz considers things worked out well in view of the fact that in 1970 there was a surplus of jobs over workers, combined with the new taxes in August, and the package deal on the whole survived. He said that the Histadrut managed to improve the lots of the lower wage groups, thereby attaining one of its targets. He also pointed out that the increase in wages resembled the rise in National Product per man-hour, which statistics put at 15 per cent, including 4 per cent in National Insurance payments. He feels that, irrespective of branches of the policy, things worked out well.

On the other hand, he was surprised to hear employers say they had run into unexpected expenditures beyond the level set in the package deal. He noted that profits for 1970 had hardly been different from those of 1969, which were very high. As for wage-earners, he states that living standards have generally remained stable.

Wage rise

Wages in 1971 have gone up by another 10 per cent as was expected. As a general prediction he forecast "a moderate rise in wage-earners' living standards, which must take into account what the economy can afford."

Q. Weren't the main labour problems in the public sector?

A. "Yes, labour relations are bad in that sector. Four hundred thousand work days were lost in 1970 through strikes, one-third of which were caused by the secondary-school teachers who do not belong to the Histadrut. But you know labour problems are among the greatest social difficulties facing Western society. True, it's no help if things are worse elsewhere. But you know there are objective reasons for the troubles in the public sector; it's less flexible during periods of labour shortage. In private firms, they can afford to pay extra to employees, just as during recessions private-owned work places often pay less than trading rates."

Q. It's also a small country and people know quickly what others earn. In other countries there are no cases of one particular group insisting on getting exactly the same as another group.

"I also think that part of the labour disputes arise from the non-conformism of the younger generation. In Israel, youngsters identify trade unions with the establishment, and they find an outlet for wider feelings when they take issue with organized labour. Then we have the problem of sections of workers ignoring the general needs of their co-workers, and only thinking of their own narrow interests. This has produced the phenomenon of small groups breaking ranks with their colleagues, as for example, in the Ashdod electric power station, where shift workers went on strike against their general staff committee. In the Elite Chocolate and Coffee company, we saw a strike of 50 technicians which shut down the entire plant. I consider this a dangerous trend for trade unions."

World trend

Did he not consider this part of a world-wide trend? Mr. Abrahamowitz agreed that there were strikes of that kind in Britain, and there was a similar situation in the U.S. This brought us to discuss the negative aspect of an over-abundance of trade union frameworks in one work place which had caused so much labour trouble in England. He noted that the independent existence of eight staff committees in El Al gave power to small groups to paralyze our national airline.

The trade union chief acknowledged that the occupation structure of the Israeli labour force had changed with a relatively swift growth of new trades, due not only to technological changes, but also to immigration. He believed the remedy should lie in institutional adjustments, by according all groups of employees in any work place suitable representation on staff committees. Mr. Abrahamowitz was particularly concerned about maintaining the intactness of the general staff committee for each work place, and that each committee must reflect all trades and professions in the firm.

I pressed him on the question of the trade unions' credibility in the workers' eyes. "Yes, I admit there is an ambivalent approach, with a crisis of confidence among some groups to the trade union structure. But towards the trade union structure, you know that all groups of employees are willing to back the trade union except when it concerns their own interests. Each group wants to be linked to the income level of the one immediately above it in the occupational scale. It's a phenomenon that is specific to egalitarian Israel society."

"It's also a small country and people know quickly what others earn. In other countries there are no cases of one particular group insisting on getting exactly the same as another group."

professional grouping. I'll give you one example — the doctors got a special allowance for being on alert for night duty (*konehut*). The social science graduates also asked for such an allowance, and saw nothing wrong in doing so."

Non-party voting

Did Mr. Abrahamowitz not envisage any change in the future? "Yes, we must introduce changes. But I disagree with those who claim that the organizational structure of our trade unions requires changing. It's appropriate to our reality. We go in for centralized activities — membership is in the Histadrut and not in individual trade unions. When we determine overall trade union policies, we allow suitable margins for various occupations to satisfy their specific demands. Modern economy is moving towards greater centralization, and it requires a suitable partner of the Israeli model."

I raised the question of trade unions' independence, in view of the fact that wage policies were previously decided upon in the Alignment Economic Affairs Committee, on which the trade unionists are a minority. His reply: "It's only natural that the party, which gives direction to our political life, should also provide guidance in economic policies. It is also only natural that there should be a forum that coordinates views and balances out the positions of the party's representatives in the Government and the Histadrut. It is certainly a most mistaken impression to claim that the Histadrut is a branch of the Government. Indeed, the right-wing Opposition charges the Government with being a branch of the Histadrut. It is the party's duty to coordinate between its representatives. If there is a party policy advocating the lessening of social differences that must be given expression both in Government budgets and in trade union policies; it is only logical that legislation on unemployment and health insurance schemes, with ramifications for the Histadrut, should be tackled before-hand on a party level. My criticism concerns the lack of suitable representation for the trade unions in the present set-up, as compared to Britain and Austria, for example. Insufficient attention has been paid to this aspect and this explains the reason for criticism of the party's activities in the trade union sphere."

The head of the Histadrut Trade Union Department would like to prevent the introduction of party lists in Works Committee elections and uphold the personal-professional aspect. He, too, favours increasing the number of directly-elected representatives of work places in the wider forums of the



URIEL ABRAHAMOWITZ

trade unions. He informed me that a new electoral system was now being worked out along these lines. He concurred with the need for reviewing the details of Israel's trade union institutions, while objecting to any basic change; unlike Histadrut Secretary-General Yitzhak Ben-Aharon, he opposes any drastic alteration.

Fundamental issues

He was particularly interested in streamlining the division of powers between Labour Councils, National Trade Unions, Local Trade Unions and National Staff Committees. These institutions had grown up over the years and often tended to overlap each other. Thus he mentioned one example — Kupat Holim has a national staff committee, and the Labour Councils have asked Histadrut H.Q. where they stand. "I fear at times that the Histadrut is heading for over-organization. Admittedly, it's not easy to cancel out existing frameworks, but something must be done because of the unnecessary friction caused by the continuation of outdated union institutions. I am ready to increase the powers of the national trade unions on condition that they are subject to those bodies reflecting over-all Histadrut interests. To translate this into concrete terms — it means that a national union cannot declare a strike without the prior consent of the Trade Union Department," Mr. Abrahamowitz explained.

He proceeded to dwell on certain fundamental issues at stake: "The future development of Israeli economy will be hampered if there is no factor to shoulder over-all responsibility for trade union activities. It will also mean that the weaker strata in society would suffer at times of economic difficulties, when the overall interest of organized labour must be given priority. When we say the General Federation of Labour in Israel, the operative word is 'general.' It's not a slogan; therein lies the cohesion and the strength of Israeli Labour."

